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ABSTRACT

Chapter I: "Background and Description of Regional Library Development in Ontario," aimed at placing the perspective of centralized processing within the framework of cooperative effort, presents some general discussion of these two concepts. The Ontario plan, and the relationship of the Midwestern Regional Library System and its Centralized Processing Center, is then mirrored against this background. Chapter II: "Centralized Processing," reviews the background, operation, and production of the Center. Recommendations concerning space, layout of work and staff are given. Chapter III: "User Attitudes," focuses on the evaluation of the work of the Processing Center by the participating libraries and their reaction to the product of the Center. Chapter IV: "Regional Library Activities," summarizes attitudes and ideas on other cooperative projects for the Region. (NH)

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CENTRALIZED PROCESSING AND REGIONAL LIBRARY DEVELOPMENT: THE MIDWESTERN REGIONAL LIBRARY SYSTEM KITCHENER, ONTARIO

by

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The Midwestern Regional Library System
637 Victoria St. N., Kitchener, Ontario

1970.

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"Consistency of practice among libraries is important only to the extent that this helps readers or makes the total service more effective. Duplication of services is welcome only on the same conditions. These are not arguments against inter-library co-operation but for more of it, of a discriminating kind that rates service requirements above professional conformity."

Ronald Staveley, Introduction to Subject Study, London, 1967

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CHAPTER I

BACKGROUND AND DESCRIPTION OF REGIONAL LIBRARY DEVELOPMENT IN ONTARIO

The enlargement of the patterns inherent in the traditional library idea of "larger units of service" has probably been the most important library trend in the past five years. From the concept of county and branch library service, this term has now come to include state, regional and even national systems of library networks. National and state library plans, professional literature, and professional association activities and committees have stimulated and encouraged cooperative developments, from simplifying the loans of material between libraries to the formation of highly complex legal entities.

In order to place the perspective of centralized processing within the framework of cooperative effort, some general discussion of the two concepts is presented. The Ontario plan, and the relationship of the Midwestern Regional Library System and its Centralized Processing Center, is then mirrored against this background.

Library Cooperation

A vital characteristic of libraries is the basic ingredient of cooperation. No matter what clientele a library serves, it exists to provide a greater number of resources than the individual himself could assemble. The librarian serves as a cooperator; he assembles, organizes, and assists the individual who has recourse to

this collection. In the past, the information seeker, failing in an attempt to locate his answer or fulfill his needs at his local library or first level of inquiry often had no alternative but to adjust to his disappointment. Networks and other forms of library cooperation coupled with use of new technology, have been seized upon to implement the librarian's ideal of providing any book to a reader, no matter how esoteric the request or how remote the library.

The contemporary concern with cooperative aspects of the library world has been stimulated by several acute problems. The shortage of professional personnel, the increase in publications and their costs, societal emphasis on research, space limitations in institutions -- all have had their impact.

These factors have encouraged librarians to overthrow inertia and seek solutions to their service problems by looking across their legal or natural boundaries of office and exploring cooperative measures to alleviate these common problems by working together. Thus, librarians hope to rise above their financial and other inherent restrictions and provide a kind of service which will ensure that the user is ultimately successful. Cooperative efforts may result in larger units of service, which provide the organizational structure and financial base necessary to provide quality public library service, consistent with economy, throughout the library field.

The "larger unit of service" concept as a current trend in library administration and organization has a direct relationship to work simplification, administrative theory, and a parallel in other fields:

> Many parallels can be found in other local government programs, notably in education and public health. Those in health are perhaps most analogous. The first and simplest health needs are met in the immediate community by a complex of doctors, nurses, and the small local hospital. At a next level, are the better equipped central hospitals, larger staff, and various kinds of specialists and resources. At still another level is the research center, drawing on a region, possibly an entire state, or even neighboring states and the nation in order to serve the special health needs of the area and to perform needed research. [1]

From the administrative viewpoint, larger units have several definite advantages. A strong system can provide a well-selected and current reference collection, including periodicals, documents, maps, films, as well as a central reservoir of circulating materials which is representative of all fields of knowledge. Only by becoming part of a larger unit can a small library add to its resources and make these available to readers. Too, the small library is inherently limited in providing the highly skilled personnel to staff services it could expect from a larger unit. This is especially true of professional and other specialists such

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[1]John G. Lorenz and Rose Vainstein, "Emerging Patterns of Library Organization" in Roberta Bowler, ed., Local Public Library Administration (Chicago: The International City Managers' Association, 1964), p. 31.

as reference librarians, catalogers, young people's librarians, children's specialists, to name only some of the specialized skills needed to provide quality public library service.

These, then, are the major goals of cooperative ventures: implicit within these statements are the resultant savings of personnel time at all levels.

Centralized Processing as a Form of Library Cooperation

Interest in centralized processing as one phase of library cooperation has long preceded the recent attention focused on the larger term. For a variety of reasons, however, centralized cataloging and processing failed to achieve a dynamic status until the proper stimuli could be engaged. The major stimulus in overcoming inert forces with regards to cooperative processing has been the provision of funds. James R. Hunt, in tracing the historical development of processing centers in the United States, notes that the prototype for such operations has existed for decades in large universities, municipal and county libraries, and asks:

> But why did these new centers appear so quickly? Certainly catalogers and administrators had seen the necessity for, and dreamed of, centralized mechanisms for many years, indeed, many decades, but what forceful ingredient was lacking in many instances to make their dreams a reality? What element was needed to trigger their quantitative beginning and still sustain their phenomenal growth? Money. [2]

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[2] James R. Hunt, "The Historical Development of Processing Centers in the United States," Library Resources and Technical Services, VIII (Winter, 1964), p. 55.

Carma R. Leigh, reviewing the past for the annual conference of the California Library Association in 1955, found that the annual meeting of 35 years earlier had the same theme of "Library Cooperation" as its focus, and she notes:

> The discouraging thing was that there had been few outstanding accomplishments in the intervening years. Many feeble attempts at cooperation had been made, but, without funds to support the expenses of establishing cooperative enterprises and some continuing money to maintain the structure of functional consolidation or cooperation. These attempts had little influence on the organization and level of service. [3]

It seems that no matter how well a cause may be endowed with theoretical advantages and backed by the enthusiasm of librarians, it takes more than moral sustenance to establish a complicated and continuing activity such as centralized processing.

Centralization of technical processing functions was implemented by Federal funds in the U.S., as has been documented frequently, but those monies were not the only goal. The library profession had subscribed to national standards for service as proposed by the American Library Association. [4] In discussing the "Concept of Library Systems," the standards are emphatic in their

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[3]Carma R. Leigh, "LSA and the Development of Library Systems," in Donald E. Strout, ed., The Impact of the Library Services Act: Progress and Potential ("Allerton Park Institute," no. 8; Urbana, Ill., Univ. of Illinois, Graduate School of Library Science, 1962), p. 58.

[4]American Library Association, Public Libraries Division. Public Library Service: A Guide to Evaluation with Minimum Standards. (Chicago: American Library Association, 1956).

statement. *These standards are for systems of library service,* and within the section dealing with "The Organization and Control of Materials," the standards are explicit upon this point:

> Co-operation or centralization should be sought wherever possible in organizing materials. A cornerstone of the library system as defined in previous chapters is centralizing the organization of materials. Even for libraries not legally affiliated, a system of co-operative work can often be evolved. [5]

The statement continues by discussing the types and advantages of cooperation.

Advantages of centralized processing.--There is an assumption in this trend of current library practice that these larger units of service automatically lead to a variety of benefits. One facet of the "larger unit of service" concept is that of centralized technical processing. [6] A superficial glance at this area lends weight to arguments advanced by the advocates of this type of cooperation. A book is written once, published once, but cataloged many times. In 1968 there were 318 public libraries in Ontario; although more and more libraries are participating in centralized processing, most still duplicate each

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[5] Ibid., p. 55.

[6] Technical processing is defined throughout the study as the steps involved in acquiring and preparing library materials for the shelves: centralized technical processing is defined as any part of the whole range of technical services which a group of libraries arranges to have provided by some one agency.

other in the preparation of books for use by the public. Any reduction in this repetition would seem a move toward economy.

There is one other trend in the library art that has a bearing on the acceptability of the product of centralized processing. As Wheeler and Goldhor point out:

> Conditions in today's libraries challenge some traditional cataloging dogmas and assumptions. The long-term shortage of catalogers, and the rise in salary costs, make inevitable an acceptance, by administrators, staff members and patrons, of a less meticulous standard of completeness, rigid consistency or accuracy as to secondary details.... Rather than to prepare against every theoretical bibliographic need, the more useful approach to cataloging for the typical public library is to relate operations and details to frequently demonstrated reader needs and develop an efficient finding list rather than a bibliographical tool. [7]

This statement seems especially appropriate when we consider how little is known about the needs of the user, as shown by catalog use studies. [8] Frarey's summary has shown that the subject catalog is used chiefly (a) as a directory to shelf location, and (b) to select one or more suitable books on the subject of interest. [9] Cox points out that

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[7]Joseph L. Wheeler and Herbert Goldhor, Practical Administration of Public Libraries (New York: Harper, 1962), p. 498.

[8]Carlyle J. Frarey, "Subject Headings," in Ralph R. Shaw, ed., The State of the Library Art, v. 1, part 2, (New Brunswick, N.J.: Rutgers University Press, 1960), p. 11.

[9]Ibid., p. 23.

centralization of cataloging must automatically lead to:

> some loss of local control of subject approach except perhaps in fields of special interest. In the smaller public library, with a high percentage of popular books, this is probably not the serious problem it could be in the larger library. [10]

The specific gains of centralized processing are seen as:

> 1) advantages in purchasing books (higher discount, more consideration by the dealer, approval and return privileges, etc.); 2) economy for all in eliminating duplication of tasks (e.g., cataloging the same title but once for many libraries); 3) availability of needed bibliographic and professional tools (too expensive for each library to have); 4) assurance of having the work done expertly and uniformly (thus aiding the user going from library to library); 5) advantageous buying of supplies in large lots; 6) saving time and labor by utilizing machinery, equipment, and physical space too expensive for individual libraries; 7) better development and training of personnel and providing staff specialization and promotional opportunities in the work; 8) elimination of duplicate records, such as authority files; and 9) installation of better work planning and management. [11]

Carl Cox has listed two additional advantages in the freeing of librarians for other fields of library work, and the possibility,

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[10]Carl R. Cox, "Centralized and Cooperative Cataloging," News Notes of California Libraries, L (April, 1955), p. 357.

[11]Esther J. Piercy, "Organization and Control of Materials," in Roberta Bowler, ed., Local Public Library Administration (Chicago: The International City Managers' Association, 1964), p. 199.

through a union catalog and inter-library loan arrangement, of making the total resources of the system available to each member, thus increasing materially the breadth of any individual collection in the system while also allowing reduction of duplication. [12]

The latter statement is an excellent example of how the goals of centralized processing can merge with the purposes of general library cooperation.

Disadvantages of centralized processing.--When an attempt is made to assess the economic value of centralized processing, there are several theoretical factors that tend to balance the optimistic view. First, any processing center must deal with a disparate group of libraries and there is the question of the center's ability to satisfy the varying requirements of these libraries. The most important phase of this question concerns the depth of cataloging. Will the uniformity and simplicity that must be introduced to make feasible the rapid handling of materials cheapen the cataloging product? If so, are the economies introduced by centralization negated by the changes in the product that are made by subscribing libraries? As Cox states in speaking about the disadvantages of centralized processing:

> ...the major one is probably that of attempting to adapt the centralized cataloging to the needs of participating libraries which have many variations in their existing systems. This difficulty

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[12]Cox, op. cit., p. 357.

> can only be overcome by developing a cataloging code which will be accepted as standard throughout the entire system.... Any attempts to doctor the cards received from the centralized agency will prove more costly from the standpoint of the cooperating library and may well defeat the plan eventually.... Another potential disadvantage is the allocation of a proper percentage of the individual library's budget for what is essentially a service. [13]

Centralization imposes an intermediate step in the book ordering process, with libraries ordering through the processing center rather than directly from a jobber. Will the delay thus introduced lessen the economic benefits? Public libraries, unlike research institutions, depend on their ability to furnish current materials to their clients, the taxpayers. This ability, an accepted sign of efficient operation, plays a large role in any request for additional operating funds. Yet another consideration is that most beginning centralized systems have been subsidized (by government grants) or by foundations. There is some doubt that a center could begin, or maintain operation without outside assistance. If such aid were withdrawn, could these centers continue to operate?

In concluding, Cox says:

> Summing up, then, the paramount motive for centralized and cooperative cataloging is economic, and any plan likely to succeed must in the long run be less expensive than

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[13] Ibid., p. 357-58.

> individual library cataloging. Costs must be very carefully weighed before commitment to such a plan. The product must be of high quality, for an inferior product spells failure for the program. Cooperative cataloging must produce entries as quickly as they may be produced otherwise, if dissatisfaction is not to result. [14]

Although Cox states the economic aspect is the "paramount motive" in centralized technical services, one must speculate on the weight of the other factors. If the cost of the service was equal or even slightly higher than that of the individual library, would not the potential benefits of released time, greater discounts, increased space for other purposes, and the possibility of a better level of cataloging tend to offset the purely economic motive?

Purpose of Study

The purpose of this study was not an application of quantitative technique to the analysis of operation in a centralized processing center. Rather, it was an effort to provide a general evaluation of the processing center, with special emphasis on the attitudes of the participating libraries on the product of the center, and the feasibility of using this cooperative endeavor as a springboard for the other inter-library efforts. In the evaluation and analysis of the current operation in the framework of the task objectives, the major critical aspects were these:

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[14] Ibid., p. 358.

A. Time element--is there a delay in the receipt of current books, and if so, does this adversely affect relations with the library's public?

B. Quality of product--not that the quality will be less-indeed, it may be higher, but to what extent is the manager and the library willing to accept what comes, without change?

C. "Enterability"--if there will be changes in the old catalog to make the new cards fit, will these changes be important?

D. Staff situation--how does this service affect the present staff?

E. The cost--how does the cost of the new service compare with the old cost for the same operation?

Library Cooperation in Ontario

In 1966, the provincial government of Ontario passed the Public Libraries Act. This act laid the foundation for the evolvement of regional library service. Part III of the Act defines regional library service and states the population density that should be involved. After describing the regional board and its duties, the Act goes on to suggest some of the services that may be offered:

> 44. A board may,
>
> (a) establish, separately or within one or more of the public libraries established in the region in which the board has jurisdiction, a collection of reference books and other items as the basis of a reference service for the region;
>
> (b) promote inter-library loan of books and other means of furthering the efficiency and co-ordination of library service;

(c) establish a central service, and determine services that may be provided by one or more public library boards for other public library boards in the region, for,

(i) selecting, ordering, cataloging, processing, circulating, storing and disposing of books, films and other materials,

(ii) providing an advisory service for the purpose of improving public library standards,

(iii) providing programmes of an educational nature for adults,

(iv) providing programmes of an educational nature for librarians and library assistants, and

(v) providing other similar services;

(d) charge fees for supplying any library service, and determine the unit cost of supplying each service;

(e) with the approval of the Minister, undertake responsibilities for providing inter-library loan of books and other services throughout Ontario; and

(f) appoint a regional director of library service, who,

(i) shall hold a Class A, B or C certificate of librarianship,

(ii) may be an employee of a public library board having jurisdiction in the region if that board agrees to the appointment, and

> (iii) shall not be an employee of any other public library board. 1966, c. 128, s. 44. [15]

Within this framework, then, has developed a system of regional library networks in Ontario. A map displaying these areas is shown in Figure 1.

It can be seen that the Public Libraries Act gives to the regional library systems a considerable degree of freedom within the guidelines and alternatives provided. The boards of the regional systems have to agree with the public library boards as to the kinds of services to be offered. Regional plans have involved reference service, inter-library loan, film collections, delivery systems, and other developments too numerous to list.

Although freedom of choice in services to be provided is an excellent concept, it should be noted that the lack of an Ontario provincial plan for library development is a serious deficiency. A recent article entitled "Positive Recommendations Regarding Public Libraries in Ontario" stated that one of the provincial responsibilities should be the "achievement of an integrated provincial service, including required communication with and among all types of libraries." [16]

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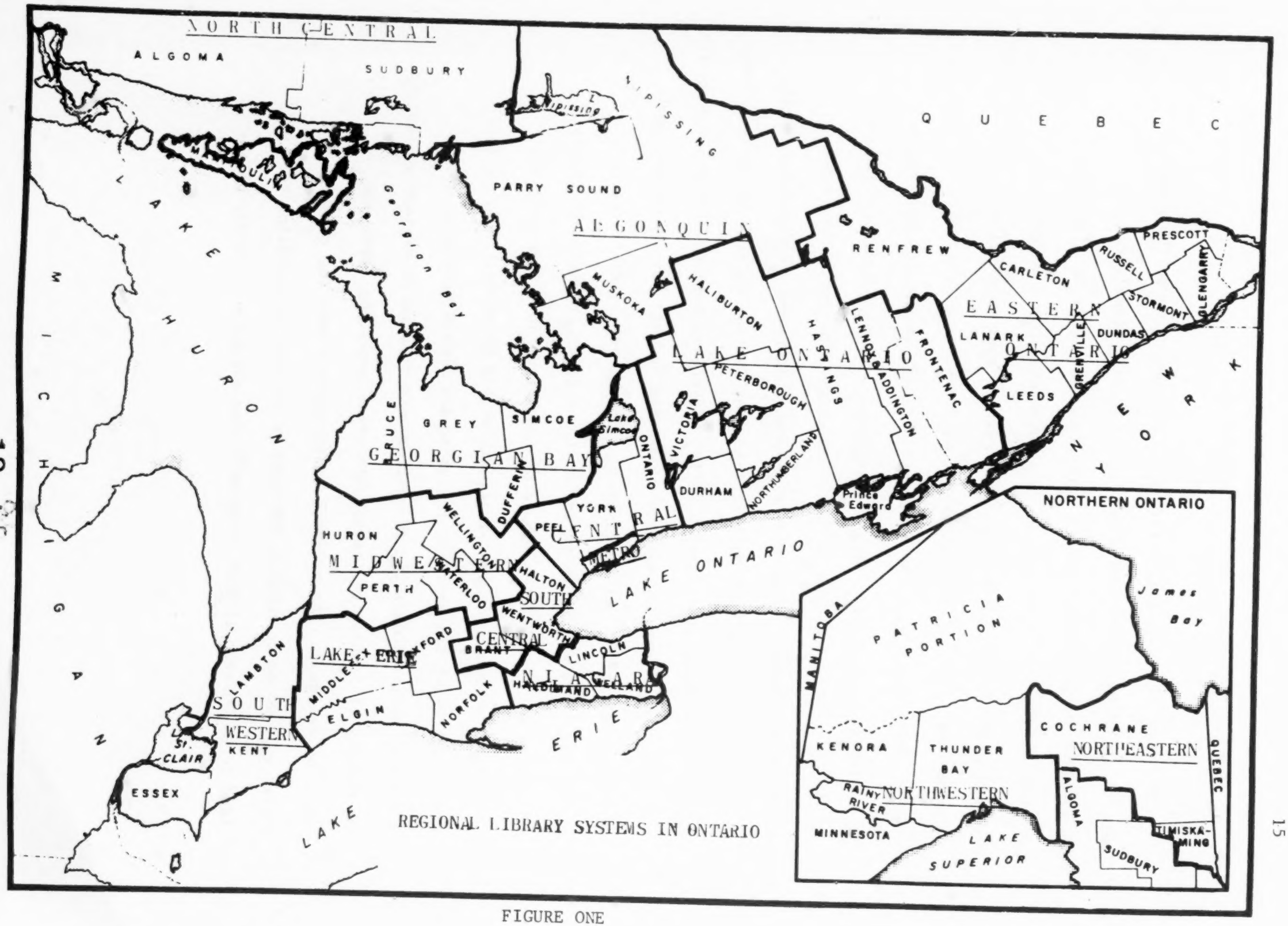
[15]Statutes of Ontario, 1966, The Public Libraries Act, 1966. (Toronto: Frank Fogg, 1967), p. 17.

[16]Ontario Provincial Library Council, "Positive Recommendations Regarding Public Libraries in Ontario," Ontario Library Review, LIV (June, 1970), p. 91-92.



REGIONAL LIBRARY SYSTEMS IN ONTARIO

FIGURE ONE

The lack of a provincial plan will seriously impede the development of any kind of integrated service, and only promulgate the development of uncoordinated and unrelated activities to different degrees and depths. Each region does not operate in a vacuum; an overall plan of priorities should be drawn so that regional activities, no more than local activities, do not needlessly duplicate each other. Few regions have the resources to cover internally all fields of knowledge, and a plan for inter-regional or provincial development of subject collections should be coordinated. Theoretically, there could be development of as many as fourteen different processing centers, which would be a wasteful duplication. The Central Ontario Regional Library System has already contracted with the Midwestern Regional Library System for the provision of cataloging; there may only be need for one or two such centers. Only study and encouragement at the provincial level can ensure that unnecessary imitation will not occur. Freedom in choice of selection of activities should be continued, but guidelines for an overall evolving provincial network should be drawn. Only at the provincial level can a system for using the entire resources of the province, while recognizing the differences imposed on regions by factors of density of population, geographic areas, existing resources, etc., be designed. The aforementioned article asks the question "What must we do to develop the kind of library co-operation that will lead to an Ontario library network?" One answer must surely be the

design of a provincial library plan!

The Midwestern Regional Library System

Library cooperation in this region started in the late 1950's with meetings of the librarians from the larger cities to discuss mutual problems. It was not until a survey by an outside authority pinpointed library deficiences and recommended action that any formal organization was established. Francis St. John, who was then surveying Ontario libraries, [17] was contacted concerning additional work involving the Midwestern area. [18] On St. John's recommendation, the Board employed the first full-time Director of a regional library in Southern Ontario as the first step in regional planning.

With the alternatives possible under the Public Library Services Act, the Midwestern Regional Library Board chose to emphasize centralized processing, and the origins of this service are given in Chapter II.

Other services by the Midwestern Region were organized under the philosophy that the Regional Library would not become involved in direct service. The Board envisioned that there would be three levels of library service within the Region; community, county reference and central resource levels. Since several counties are without library

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[17]Francis St. John, Ontario Libraries; a Province-wide Survey and Plan, 1965 (Toronto: Ontario Library Association, 1965), 182 p.

[18]Francis St. John, Mid-Western Regional Library Cooperative; a Plan for Library Development, 1966 (Kitchner: Midwestern Regional Library Co-operative, 1966), 62 p.

service at that level, Regional planning has been rather difficult. A concern is expressed for these areas because 11% of the Region's population is without library service.

The Region has purchased reference books for the libraries, and provided scholarships to eleven library school students. Funds have been set aside to underwrite research projects involving public libraries, to be carried out by library school students. This last item of expenditure points up another segment that should be supported by a provincial plan and corresponding grants; the provision for library research projects which would investigate various aspects of library service and give directions for its improvement. Such research would have applications to the entire province.

The Region has been planning the establishment of a Regional Reference Center, and has organized a film circuit and training courses for librarians from small public libraries.

From the variety of library cooperative endeavors available to it, the Midwestern Library system has elected centralized processing as the central focus of their efforts. In this portion of the report, an attempt has been made to: 1) relate centralized processing to the whole concept of library cooperation; 2) describe the situation in Ontario regarding regional library cooperation; and 3) relate the activities of the Midwestern Regional Library System to the Ontario situation. The remainder of the report is devoted to the main activity of the Midwestern Regional Library System, centralized processing, and to how well the Center is performing that task.

CHAPTER II

CENTRALIZED PROCESSING

Since centralized processing was chosen as that portion of cooperative effort to be initially undertaken in this Region, this part of the report reviews the background, operation, and production of the Center. Recommendations concerning space, layout of work and staff are given. The statistical reports were furnished by the staff of the Center. Although the treatment of the Processing Center is rather brief, coverage adequate to relate the impact of the Center upon the Region has been presented, and a basis for projections of future impact and regional developments has been drawn.

Background

In March, 1967, the Professional Advisory Committee of the Region recommended the central cataloging of books be undertaken as a Regional project. After a search for rented quarters proved discouraging, the Board decided, in May, 1967, to purchase a building at 637 Victoria Street North in Kitchener. The building has 7,000 square feet; the Processing Center uses about 5,000 square feet of this capacity, while Regional Headquarters is housed in the remaining 2,000 square feet. The building has room for expansion, is near the Kitchener Public Library, and is centrally located near an expressway. The purchase has been a sound investment, since the area has grown considerably in commercial value.

A Head was employed by the Processing Center in June, 1967,

and planning began in earnest. November of 1967 was chosen as a target date to begin operation in an experimental period, with two publishers participating. During the entire planning procedure, advice was sought from the Professional Advisory Committee and the Regional Library Board; all the libraries in the region were kept informed of developments by a newsletter and direct communication.

The gradual inclusion of other Canadian publishers was deliberately programmed so that initial problems such as equipment inadequacy, staff training and internal adjustments were accommodated. Although the Head had four months to plan and visit other processing centers, he now feels that at least six months lead time would be better. Fourteen additional publishers were added during 1968. Thus, 1969 became the first full year of operation. There are now 35 Canadian publishers participating in the display program at the Center.

The decision to work directly with publishers rather than jobbers was a careful and deliberate choice. Installing the display of new titles for actual inspection and choice by the librarians, as a feature of the Center, dictated the need for immediate delivery. Delivery to the Processing Center, it was felt, would be faster from the publisher than from an intermediate agent. Too, it was felt that problems which arose could be adjusted with the publisher directly, rather than requesting reports, etc., through a third party. Finally, the discount expected, with the volume of purchasing predicted, would approach that received by a book jobber, so these savings could be passed on to libraries. In effect, the Center set up its own book jobbing operation.

The participating libraries in the Midwestern Region are charged one dollar per copy for books which the Center acquires, catalogs, prepares (plastic jackets, cards, labels, etc.), delivers and invoices. Libraries outside the region pay considerably more, in line with the actual costs. All the libraries receive the added benefit of the increased discount, which is about 5% better than they were previously getting.

The Regional Library staff held several sessions with the participating librarians. These sessions were devoted not only to the difficulties and problems at the regional level, but also to the situation at the local level, where the impact of centralized processing upon long established traditions and practices was beginning to be felt. One helpful document was the standard code for cataloging, mutually agreed upon and accepted early in the project. This document is reproduced as Appendix I.

Operation

The Processing Center bases its operation on a display-purchase method of selection. Thirty-five publishers are presently participating in the program by sending approval copies of new publications to the Center for display. The Center accumulates these publications for two weeks, then issues an alphabetical author list to the participating libraries. Juvenile lists are assembled and displayed for a four-week period.

As the books are unpacked, a notation is made concerning the type, (i.e., fiction or non-fiction), the age level (adult or juvenile), and

the discount price; a vendor's code is assigned. After a two week accumulation, the books are alphabetized by author, the selection list is typed, printed and distributed. A seven-part multiple order form with a unique number is prepared and accompanies the books to display. (See Figure Two.) The numerical assignment assists in keeping the books in alphabetical author order throughout the time of display and cataloging. The multiple order form is preprinted with a grid so that a librarian wishing to order a book merely indicates the number of copies desired in the numbered square assigned to that library, and marks the display list for his own record. If review cards are located for an individual title, they are attached to the display copy. The display operation is a great advantage, since it gives the librarian from smaller centers without access to a book store an opportunity to actually inspect books prior to purchase.

After the two or four week display period, the books are taken to a sorting table and separated into those selected and those not purchased by any library in the system. The latter are returned, while two parts of the multiple order form are immediately sent to the publishers as a firm order to send the additional number of copies selected. The rate of return for titles not selected by any library averages about 10%. The return process is not complicated, since the publisher simply issues a credit memo on unselected display copies; some publishers do not want these copies back, and they are sold or are held for the time being. Chart I graphically illustrates the selection and order work flow at the Center.

FIGURE TWO

MULTIPLE ORDER FORM

LIST DATE
LC NUMBER

PLEASE QUOTE
OUR ORDER NO. 74401

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51

COPIES
REQ.

VENDOR CODE
TYPE/ORIGIN

74401

LIST PRICE
DISC. PRICE

ACCOUNTING 1

ORDER DEPARTMENT 2

TYPE/ORIGIN

DISC. PRICE

CONTROL SLIP 3

TYPE/ORIGIN

DISC. PRICE

CATALOGUE DEPT. 4

TYPE/ORIGIN

DISC. PRICE

5

74401

INSTRUCTIONS

1. THIS IS AN ORDER FOR THE TITLE IN THE QUANTITY INDICATED IN THE BOX.
2. SHOW ON INVOICE: ORDER NO: AUTHOR: TITLE: LIST PRICE: BEST DISCOUNT: TRANSPORTATION CHARGES, IF ANY.

NO PARTIAL SHIPMENT

COPIES
REQ.

VENDOR CODE
TYPE/ORIGIN

LIST PRICE
DISC. PRICE

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637 VICTORIA STREET NORTH, KITCHENER, ONTARIO

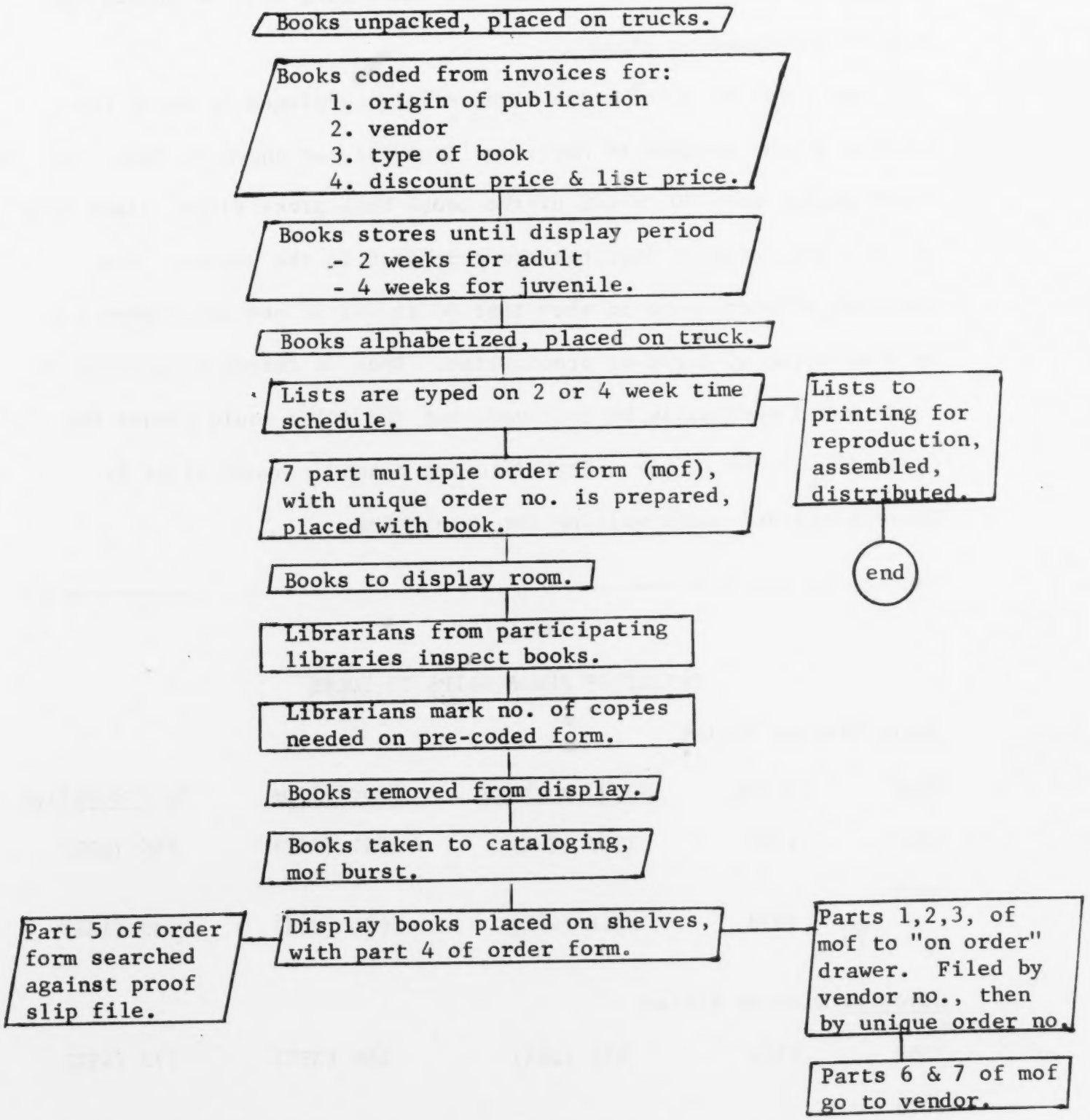
VENDOR'S COPY

Since the information on the multiple order form is largely numerical and is key-punched later as part of the billing process, a punched card could be prepared at this time, for each book. The librarian selecting the desired title could simply punch out the required number of copies for that book under his assigned number. Although there may be some advantages in using unit record equipment earlier in the process, a cursory study did not indicate any real gain. Additional copies of the punched card would need to be made to satisfy the requirements of the present processing system, and it is doubtful that vendors could use these forms as conveniently as the 3" by 5" parts of the multiple order forms. A list could be printed from punched cards and sent to the vendor. In any case the Center's administration may wish to study the use of unit record equipment earlier in the process, for potential applications in simplifying and speeding this part of the operation.

While two copies of the multiple order forms are sent to the publisher, the remaining forms enter the work flow of the Center. Three copies are kept in an "on order" file arranged by form number with a file for each vendor, and two copies are sent to cataloging. A search is made against the proof slip file which is maintained by the Library of Congress card number. If a proof slip is found, the cataloging process is done immediately. This involves the assignment of a Dewey number, Cutter letters, and checking of subject headings and added entries. These steps usually involve no more than simplification of data used by LC. A copy of the cataloging code is appended. If

CHART ONE

ORDER ROUTINE


Display copies arrive from publishers.
Books unpacked, placed on trucks.
Books coded from invoices for:
1. origin of publication
2. vendor
3. type of book
4. discount price & list price.
Books stores until display period
- 2 weeks for adult
- 4 weeks for juvenile.
Books alphabetized, placed on truck.
Lists are typed on 2 or 4 week time schedule.
Lists to printing for reproduction, assembled, distributed.
end
7 part multiple order form (mof), with unique order no. is prepared, placed with book.
Books to display room.
Librarians from participating libraries inspect books.
Librarians mark no. of copies needed on pre-coded form.
Books removed from display.
Books taken to cataloging, mof burst.
Part 5 of order form searched against proof slip file.
Display books placed on shelves, with part 4 of order form.
Parts 1,2,3, of mof to "on order" drawer. Filed by vendor no., then by unique order no.
Parts 6 & 7 of mof go to vendor.

This completes selection and order process.

proof slips are not available, or the LC number is not given, a search is made for the number or LC cataloging data through the traditional bibliographic tools. If no source of cataloging data is found, the book is cataloged originally.

The ratio of proof slips to materials cataloged is about the reverse of the pattern in American libraries, as shown in Table One. At the first search only 30 to 40% of the books have proof slips, since many British and Canadian imprints are purchased in the Region. The American pattern seems to show that 60 to 70% of new cataloging can be done using LC cards or proof slips. True, a larger proportion of cards would eventually be received, but the delay would hinder the operation of the Center. Each incoming batch of proof slips is checked against books waiting for cataloging.

TABLE ONE

RATIOS OF PROOF SLIPS TO BOOKS

Year	Titles	No LC numbers	Proofslips	No Proofslips
Adult Display Titles				
1969	4589	2039 (44%)	1561 (34%)	989 (22%)
1970 to June 12	2838	1361 (47%)	996 (35%)	489 (18%)
Juvenile Display Titles				
1969	1319	273 (20%)	469 (35%)	577 (45%)
1970 to June 12	986	284 (28%)	374 (37%)	328 (35%)

If proof slips are located, the call number is typed on the slip and it is sent to the printing department. If the book is cataloged originally, a full card is typed and then sent through the duplicating process. Chart Two illustrates the cataloging routine.

If eight copies or less have been purchased, only unit cards are printed, and a typist adds the headings required. If there is an inordinate number of added entries, or more than eight copies have been purchased, the typist will type the headings on one set of cards and indicate that each card should be reproduced photographically. This sometimes leads to wasteful overruns, but the eight-copy level has been shown to be the break-even point between typing and printing. Extra cards are produced, because the Processing Center maintains a complete catalog in addition to a shelf list, extra cards are furnished the participating libraries, and a unit card is used as a book pocket in each book. Cards are reproduced on unpunched stock, which seems to allow more adjustment for acceptable register, and are cut and drilled after printing.

The processing routine, illustrated in Chart Three, is very simple and mechanized. Cataloged books, with the stacks of printed cards, move along the conveyor. If the printed cards are not ready, the books are moved off the conveyor and stored until printing is complete. Book labels and book cards are typed and placed with the books. Dust jackets are removed and placed in a pile, call number labels are pasted, and the plastic jackets are installed. Dust wrappers, insulated in the plastic jackets are then replaced on the books, with the inside edges

CHART TWO

CATALOGING ROUTINE

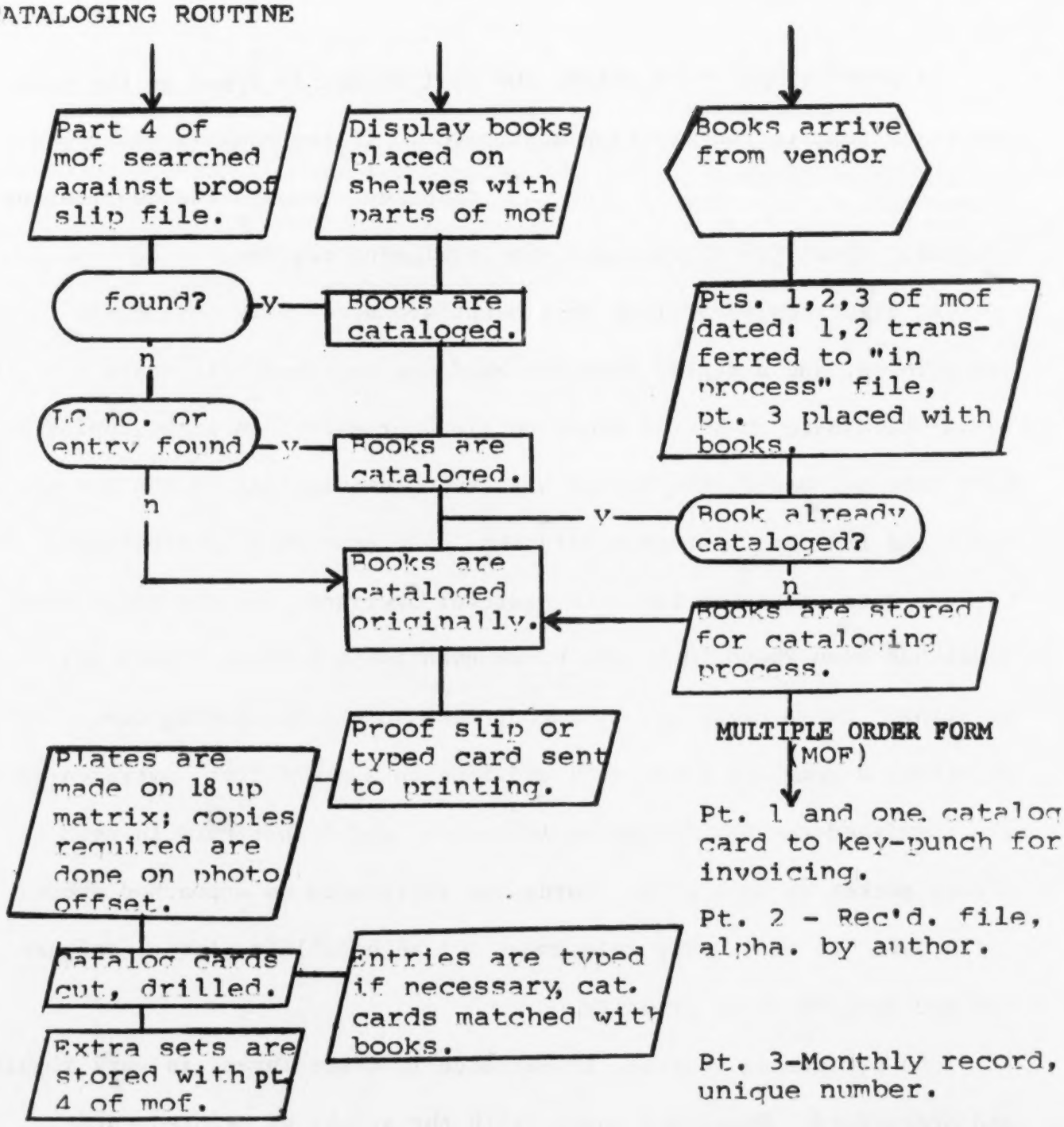
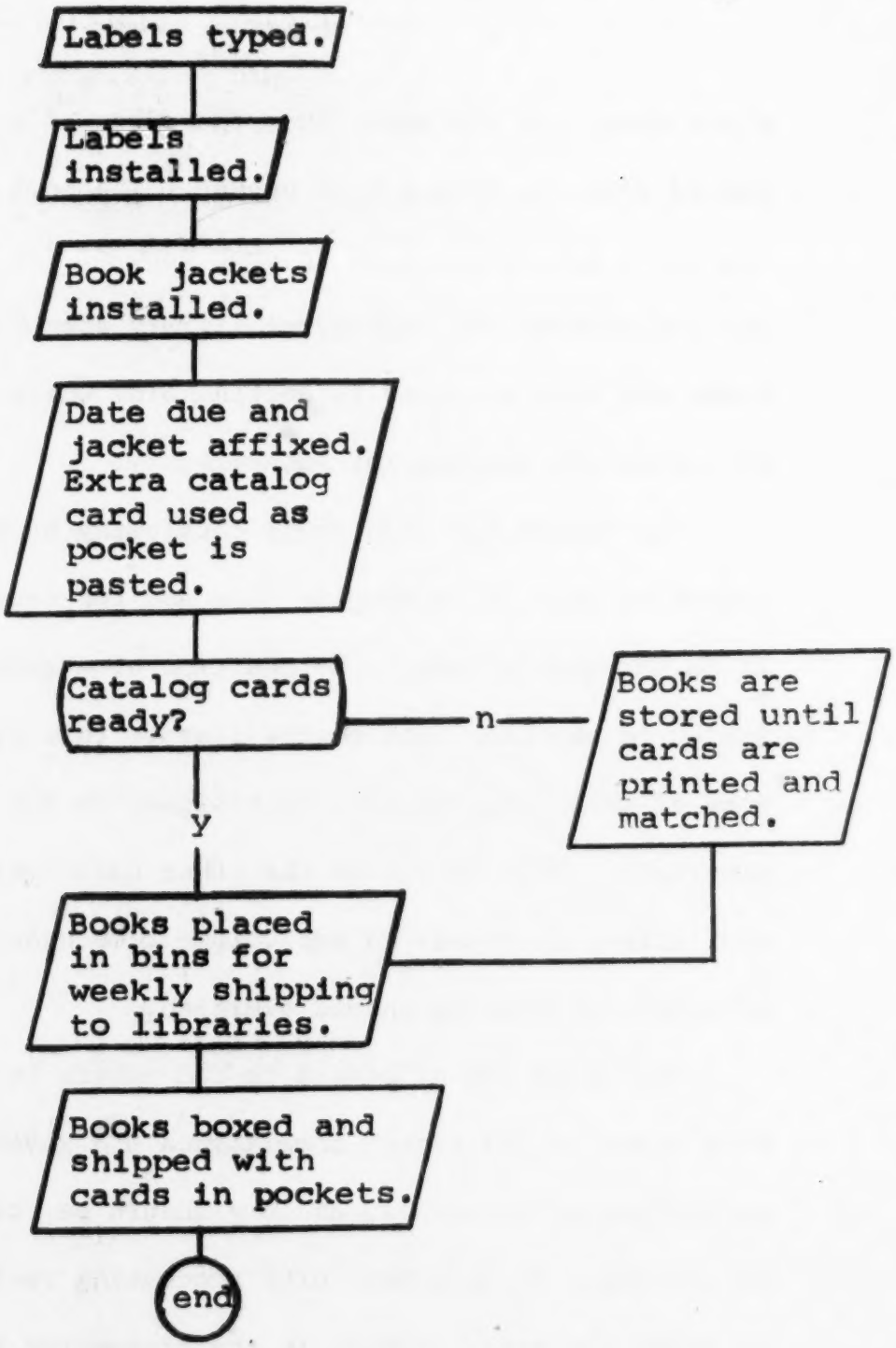

Part 4 of mof searched against proof slip file.
Display books placed on shelves with parts of mof
Books arrive from vendor
found?
y
Books are cataloged.
n
Pts. 1,2,3 of mof dated: 1,2 transferred to "in process" file, pt. 3 placed with books.
LC no. or entry found
y
Books are cataloged.
n
y
Book already cataloged?
n
Books are cataloged originally.
Books are stored for cataloging process.
MULTIPLE ORDER FORM (MOF)
Proof slip or typed card sent to printing.
Plates are made on 18 up matrix; copies required are done on photo offset.
Pt. 1 and one catalog card to key-punch for invoicing.
Pt. 2 - Rec'd. file, alpha. by author.
Catalog cards cut, drilled.
Entries are typed if necessary, cat. cards matched with books.
Extra sets are stored with pt. 4 of mof.
Pt. 3-Monthly record, by unique number.
Pt. 4 - Stored with extra sets of catalog cards.
Pt. 5 - Control card through cataloging, then destroyed.
Pt. 6,7 - to vendor, Pt. 6 can be returned as report.

CHART THREE

PROCESSING ROUTINE


Labels typed.
Labels installed.
Book jackets installed.
Date due and jacket affixed. Extra catalog card used as pocket is pasted.
Catalog cards ready?
n
Books are stored until cards are printed and matched.
y
Books placed in bins for weekly shipping to libraries.
Books boxed and shipped with cards in pockets.
end

glued down. At the same time, the edges of a main entry card are pasted down, to form a book pocket. The book card and a set of catalog cards are then placed in each copy of the book. This completes the processing; the individual library does its own property stamping. Books are then conveyed to sorting bins where the appropriate number of copies are shelved for each library.

The Center has very small cataloging backlog, most of which is caused by lack of cataloging data and the necessity for one cataloger to do the entire task. The addition of a children's literature specialist in the near future will improve this situation, since half the time of this position will be assigned to the cataloging of children's materials. This will free the other cataloger for work on adult books and, unless increases in the volume compensate for the redistribution of work, the backlog should diminish.

The space now allocated to the Center is barely adequate. Chart Four shows if additional commitments are given to the Center by the participating libraries, as they should be, the anticipated volume should begin to interfere with processing routines. Even now, additional space for minor changes in the processing line would result in greater efficiency. Too little exploitation is made of the book conveyor, while too much transportation is made by book truck. For example, display books are unpacked and moved by truck to the front of the processing area where invoices are checked against incoming shipments and a coding slip is made for each book. The books are then transported by truck to the order department. Given more space, the

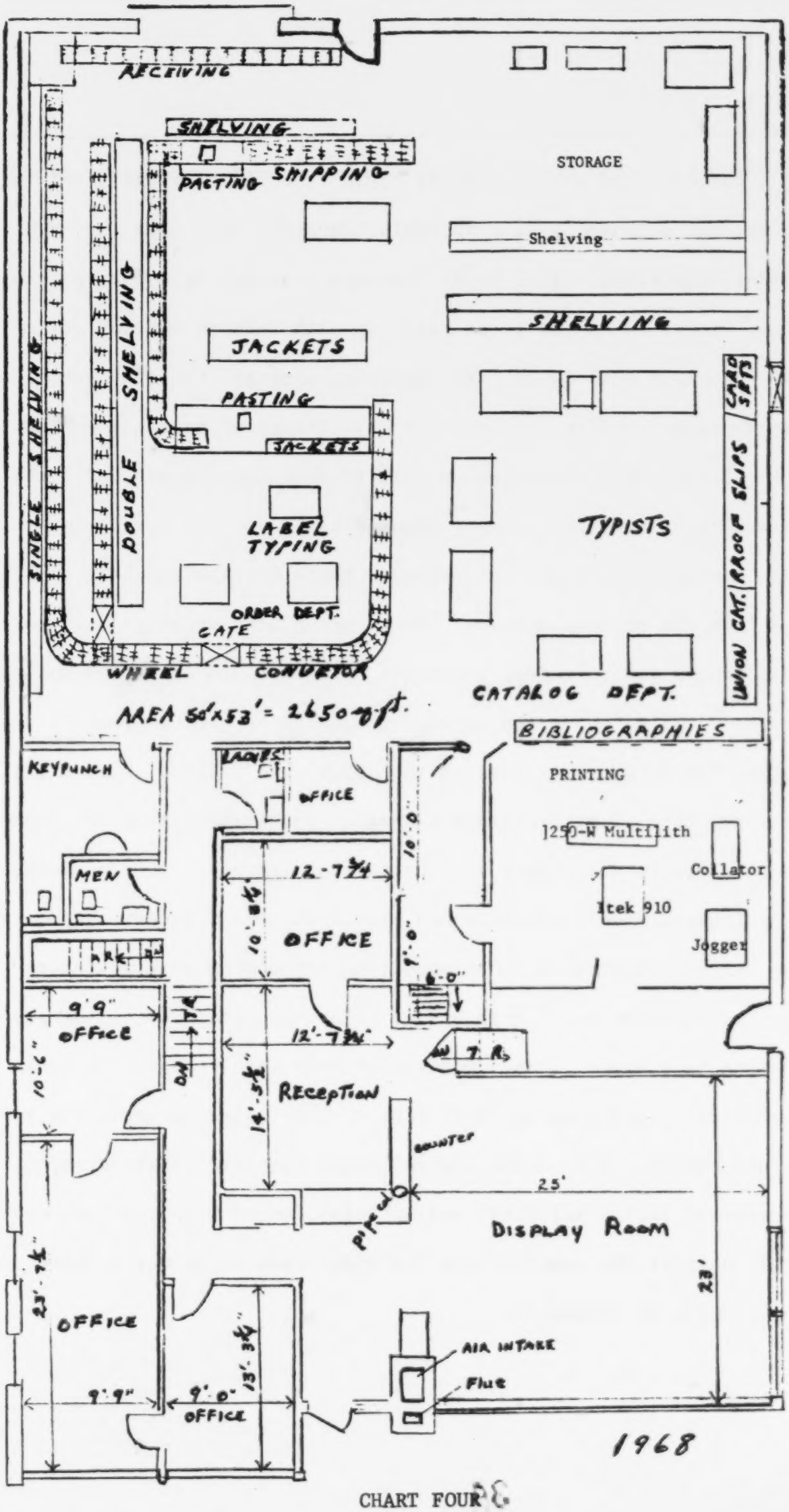

RECEIVING
SHELVING
PASTING
SHIPPING
STORAGE
Shelving
SHELVING
SINGLE SHELVING
DOUBLE SHELVING
JACKETS
PASTING
JACKETS
LABEL TYPING
ORDER DEPT.
GATE
WHEEL
CONVEYOR
CARD SETS
UNION CAT. | ROOF SLIPS
TYPISTS
CATALOG DEPT.
AREA 50'x53' = 2650 sq. ft.
BIBLIOGRAPHIES
KEYPUNCH
LADIES
OFFICE
PRINTING
1250-W Multilith
Collator
Itek 910
Jogger
MEN
12'-7 3/4"
10'-8 1/2"
OFFICE
10'-0"
9'-0"
6'-0"
9'9"
OFFICE
10'-6"
DW
12'-7 3/4"
14'-5 1/2"
RECEPTION
W T R
COUNTER
25'
DISPLAY ROOM
23'
23'-7 1/2"
OFFICE
13'-3 1/2"
9'9"
9'-0"
OFFICE
AIA INTAKE
Flue
1968

CHART FOUR

invoice checking and coding process could take place on the receiving conveyer, and a conveyor section could transport the books directly to the order department. Too, books that are awaiting cards are processed, but then stored until the cards catch up with them on shelves off the conveyor. Given more space, two conveyor "sidings" could be installed to accommodate juvenile and adult books. Stacks of multiple copies awaiting cards could be routed on pallets down the sidings until the cards are received; then, simply shunted back into the processing flow on the main conveyor. At present, these volumes are hand-carried to and from the storage shelves. Books are placed in large bins to await shipment to individual libraries. Boxes could be placed on low four-wheel dollies under the conveyor, and copies sorted directly into the boxes for shipment as soon as the boxes were filled. This might only be practical for the larger libraries participating in the Center, and would require more space for the sorting process. Such a change would eliminate double handling and result in more frequent shipments to the larger libraries without upsetting processing routine. More frequent deliveries would help public relations with some of the participating libraries. These suggestions only involve minor changes, since the main operation and work flow of the Center is generally very clean and smooth. Even these changes would require additional space; the advent of additional staff and anticipation of higher volume would strongly support the negotiations for additional space while there is an opportunity to obtain it.

Staff

The Processing Center was fortunate in that it was organized within a completely new structure rather than appended to an existing technical processing operation. Appropriate staff could be added slowly as required; the Head has been able to identify and employ a solid core of local residents and turnover has been minimal. The ratio of clerical to professional staff is high, as one would expect in a large volume operation. The Head and Cataloger are the only professionals, although the addition of a children's literacure specialist will add to the professional ranks.

Staff benefits in the Regional Library System are excellent. The investigator was rather discomforted by the 35 hour work week, but found this was common in Canadian libraries. Even with a shorter work week, employees are allowed a generous coffee break schedule, so that actual production times are relatively brief. The pay scales are excellent and compare favorably with other businesses in the area. There is a stated salary schedule for processing clerks and clerk-typists with step increases for longevity. Employees in the lower grades can see that there is an opportunity to advance in salary levels as well as in grades and responsibilities. There is no annual formal personnel evaluation as a staff review for merit increases. Continual evaluation of work is done, and deficiencies are pointed out to new employees if they fail to perform to expectation.

The recent employment of a children's literature specialist will

provide several benefits to Center operation. It is generally expected that this person will catalog about one-half time, and spend the remainder in co-ordinating the work of the Center with various activities of the Region in the realm of juvenile work. The first portion of the assignment will leave the adult cataloger free to work solely with that group of material, and further increase the speed at which materials may flow through the Center. The other portion of this job will be to consult with children's librarians in regard to how the work of the Center affects the public service aspects of children's work. This will provide feed-back to the Center and should help in satisfying those who have been concerned about the kind of cataloging done for juvenile materials. Too, this person can co-ordinate juvenile displays and exhibits, story hours, and program other activities for the Region. One of the important tasks in this job will be in keeping abreast of new publications, prize winners, new editions, etc., so that special materials can be expedited through the processing routine. Lists for retrospective purchasing and replacement copies could be assembled by this staff member, and the participating libraries could then select added or replacement copies of standard titles, thus facilitating common purchase and processing of these materials. Rotating a list by authors or subjects during a yearly period should ensure coverage of standard titles for juvenile work on a periodic basis.

With the expansion of the professional staff, an additional clerical position is justified. The next position that should be defined

and filled is that of a relief person to act as a "floater." Records show that staff absences play havoc with Center performance, and such a position would provide needed backup for illnesses and vacations. The staff person now employed as a receptionist tries to perform this function, but her presence at the reception desk, with its attendant duties, is important and she should probably be limited to that position while someone else is trained in all the different tasks performed at the typing and clerical level.

Administration and Records

The Center and Regional organization is fortunate in having strong leadership which is professionally committed to the success of cooperative efforts. Communications with staff and advisory boards is very strong and provincial library authorities are kept informed as to plans and projects of the Regional headquarters. It takes a unique combination of talent and tact to encourage people to cooperate when there is no real authority involved, and the administrative staff, supported by an excellent administrative assistant, possesses these characteristics to the highest extent.

The financial and statistical records maintained by the office seem more than adequate. Monthly fiscal and statistical reports are made for each Board meeting. These are culminated for the annual statements to the Board. Invoices are prepared from cards which have been key-punched using data provided by the Processing Center. Figure three is a sample of the old form which has been superseded by that shown in figure four.

A	B	C	D	E
16	01	05182	4.95	2.97
16	01	05184	4.95	2.97
16	02	03395	4.75	2.85
16	02	03395	4.75	2.85
16	01	04676	4.43	4.43
16	01	04689	4.43	4.43
16	01	04926	3.75	2.25
16	01	04927	3.75	2.25
16	01	04937	4.60	2.76
16	01	04991	4.50	2.70
	10*	009*	44.86*	30.46*

JUVENILE VOLS. TITLES

FIGURE THREE

SAMPLE OF MIDWESTERN REGIONAL LIBRARY SYSTEM

OLD FORM

A LIBRARY CODE NUMBER
B NUMBER OF COPIES
C ORDER NUMBER
D LIST PRICE
E DISCOUNT PRICE

16	01	65996	4.50	2.70
16	01	66003	5.95	3.57
16	01	66024	5.95	3.57
16	01	66049	4.95	2.97
16	01	66578	6.95	4.17
16	01	66643	5.95	3.57
16	01	66787	9.85	8.37
16	01	66799	7.65	6.50
16	01	67148	5.50	3.30
16	01	68060	6.95	4.17
16	01	63411	5.00	3.00
16	01	63412	5.00	3.00
16	02	64236	3.95	2.37
16	02	64236	3.95	2.37
16	01	64974	5.95	3.57
16	02	65351	6.00	3.60
16	01	65678	12.00	7.20
16	01	65783	5.75	3.45
16	01	65875	11.00	6.60
	19*	018*	122.80*	78.05*

ADULT VOLS. TITLES

JANUARY 31,1970 MIDWESTERN REGIONAL LIBRARY SYSTEM

HESPELER ADULT EXPENDITURES FOR - JANUARY 1970

ORDER NUMBER	AUTHOR	TITLE	LIST PRICE	DISC PRICE	NUMBER COPIES	TOTAL LIST	TOTAL DISC
68000	PLAIDY J	KATHARINE OF ARAGON	6.95	4.17	1	6.95	4.17
68207	GAYE C	LONG SHADOWS	3.50	2.10	1	3.50	2.10
68551	LEWIS R	A LOVER TOO MANY	4.50	2.70	1	4.50	2.70
69179	HART J	WHERES HANNAH	12.00	7.20	1	12.00	7.20
69221	PETER L J	THE PETER PRINCIPLE	6.25	3.75	1	6.25	3.75
69423	HALSELL G	SOUL SISTER	7.50	4.50	1	7.50	4.50
69669	WYLIE P	THE SPY WHO SPOKE PORPOISE	7.25	3.92	1	7.25	3.92
69757	BELZ C	THE STORY OF ROCK	6.75	4.05	1	6.75	4.05
69768	BRAND MAX	CLUNG	4.75	2.85	1	4.75	2.85
69786	CHARD C S	MAN IN PREHISTORY	10.05	7.04	1	10.05	7.04
69803	COOKSON C	THE NICE BLOKE	4.95	2.97	1	4.95	2.97
69806	COUGHLIN T	THE DANGEROUS SKY	6.95	4.17	1	6.95	4.17
70036	PILLSBURY COMPANY	PILLSBURYS BAKEOFF DESSERT C B	4.75	2.85	1	4.75	2.85
70037	PILLSBURY COMPANY	PILLSBURYS BAKE OFF MAIN DISH	4.75	2.85	1	4.75	2.85
70259	BUTTERWORTH ERIC	UNITY OF ALL LIFE	7.50	4.50	1	7.50	4.50
70290	CORBETT E F	THREE LIVES OF SHARON SPENCE	6.95	4.17	1	6.95	4.17

PAYMENT - PROC COST	16.00	TOTAL COPIES - PROCESSED	16	105.35	63.79
DISC TOTAL	63.79	- NOT PROCESSED		.00	.00
T O T A L	79.79	TOTAL TITLES - 16			

S U M M A R Y - TITLES - COPIES - DISC

FICTION	7	7	22.88
NON FICTION	9	9	40.91
DISPLAY	14	14	52.84
REQUEST	2	2	10.95
ADVANCE	0	0	.00
OTHER	0	0	.00

FIGURE FOUR

SAMPLE OF COMPUTERIZED BILLING

N E W F O R M

Internal financial records, such as a cash flow book are carefully maintained. A yearly summary showing the program of the Center compared to the budget for each activity is also prepared. Statistical records for Center operation, as used in this report, are compiled by the Center's Head. In summary, adequate fiscal and statistical records for analysis and interpretation of expenditures and production records are maintained; work and revenue pictures are graphically presented.

Production

The following table shows the acquisition program for the Center in 1969. Supplemented by a special listing of standard juvenile books for which orders were placed, the total book purchases during the year were $237,779.

TABLE TWO

PRODUCTION FOR 1969

	Adult	Juvenile	Total
Number of Displays	23	11	34
Titles Displayed	5059	1739	6798
Titles Selected	4630	1434	6064
Titles Rejected	429	305	734
% of Titles Selected	91.3%	82.8%	89.1%
One Copy Selected	572	273	845
Total Volumes Selected	27562	8209	35771
Titles Requested	2116	564	2680
One Copy Requested	504	89	593
Total Volumes Requested	6347	2727	9074
Advance Titles Requested	118	4	122
One Copy Requested	14	--	14
Total Volumes Requested	1367	11	1378
Total Titles Selected	6864	2002	8866
Total Volumes Selected	35276	10947	46223

TABLE THREE

DETAIL FOR A TYPICAL MONTH

Statistics for the month of April, 1970

STAFF: Full time 12 Part time(hours) 73½ Students(hours) 176½

Number of displays: Adult 2 Juvenile 1 Total 3

	Adult	Juvenile	Total
Titles Displayed	671	124	795
Titles Selected	581	95	676
Titles Rejected	80	29	109
% of Titles Selected	86.5%	76.6%	85%
One Copy Selected	154	12	166
Total Volume Selected	3401	524	3925
Titles Requested	58	59	117
One Copy Requested	22	11	33
Total Volume Requested	170	280	450
Advance Titles	0	0	0
One Copy Requested	0	0	0
Total Volume Requested	0	0	0
Total Titles Ordered (per vendor slip)	485	142	627
Total No. of Volumes Ordered (per vendor slips)	2990	709	3699
Total Titles Selected	639	154	793
Total No. of Volumes Selected	3571	804	4375

Books Processed	Volumes	Titles	Book Expenditures
Adult	3387	614	$15,687.04
Juvenile	1477	255	5,032.63
Totals	4864	869	20,719.67

Production delays: Sickness - 241½ hrs! Directory - 14 hrs.

Card service @0.40 $ 00.00

Proof slips @0.15 406 $ 64.15 Free Proof slips 0

Non-processed $29.60 74 vols.

In summary, the following statistics relate to fully processed books delivered to two County Public Libraries, nine municipal public libraries within the Midwestern Region, and to the Central Ontario Regional Library:

	Titles	Volumes
Adult	5,822	28,519
Juvenile	3,781	28,245
Totals	9,603	56,764

Detailed statistics for a recent typical month, April, 1970, are given in Table Three.

Costs

Cost analysis as prepared for publication by the Head of the Processing Center are presented below. It would seem that every conceivable and legimate cost in connection with the Center has been listed. The Center has a source of modest income in addition to the fees charged for the processing service. Additional income is derived from the sale of card sets and LC proofs slips outside the region. In 1969, this amounted to 2,161 card sets and 4,800 proof slip copies.

TABLE FOUR

COSTS FOR 1969

Indirect Costs

Administration by the Director	$ 6,099
Secretarial and accounting assistance	4,790
Total	$ 10,889

Direct Costs	
Salaries including fringe benefits	$53,975
Conference and travel expenses	722
Materials (plastic covers, cards, paper, etc.)	16,804
Data processing of invoices to libraries	983
Telephone	549
Postage	423
Copier	684
Transportation	4,069
Bibliographical tools	1,535
Overhead	10,000
Depreciation	5,000
Miscellaneous	1,362
Total	$96,106
Grand Total	$106,995

A figure of $3,995 for revenue earned by the Center can be deducted from the total cost figure of $106,995, leaving an amount of $103,040 as the cost of processing and delivering 56,764 volumes, or $1.82 per volume. From this figure can be subtracted the better discount obtained for participating libraries. Averaging $.35 per book, this reduces the actual processing cost to $1.47 per volume.

The only way that the cost of the operation can be reduced is by increasing the volume. With increased demands on the Center for more specialized services it is doubtful, even with a much larger title-volume ratio, that this figure can be lowered in the near future.

The services are computed at the $1.00 per volume figure, and the remaining costs are borne by the Region. Participating libraries in the Region have periodically been asked to deposit funds with the Regional Library to cover the anticipated cost of books and services.

Production Times

As will be seen in the chapter on user attitudes, delay in receipt of new books is of great concern to the users of the Center's product. Library support is engendered by good service, and several of the librarians felt that the delays involved were jeopardizing their ability to give good service by providing access to recent books. The following Table Five gives a partial analysis of 6474 adult books fully processed and delivered to the libraries in July and November, 1969. Two time factors are indicated: delivery time and processing time. Further analysis is made of the three basic kinds of orders used by the Center: Display, or new books; Requests, or old books; and Advance Requests, which are pre-publication orders.

TABLE FIVE

DELIVERY TIMES

	Display (4880)		Requests (1388)		Advance Requests (206)	
	Delivery	Processing	Delivery	Processing	Delivery	Processing
Week 1	79 (1.6%)	3052 (62.5%)	12 (0.99%)	18 (1.3%)	As soon as Published	96 (47%)
Weeks 2-3	2191 (44.7%)	850 (17.4%)	351 (25.2 %)	624 (44.9%)		70 (33%)
Weeks 4-5	1327 (27.2%)	252 (5.2%)	360 (25.9 %)	537 (38.5%)		36 (18%)
Totals	3597 (73.6%)	4154 (85.1%)	723 (52 %)	1179 (84.8%)		202 (98%)

Based on this Table, it can be seen that 3597, or 73.6% of the new adult books were received from the publisher by the end of the fifth week. Once the books were in the Center, it took an additional five weeks to process and ship out 4154 or 85.1%. It should be noted that 3,902 or 79.9% were processed and delivered at the end of the third week. The value of having the display copy in house to search data and actually complete the cataloging becomes apparent in this time period.

Much of the delay that causes participating librarians some concern is an intangible that no one has much control over. Books published in the United States are reviewed in weekly news magazines long before they may be issued by a Canadian publisher, or available to the trade in Canada by being issued by a publishers' Canadian agent. Yet, if the Center is to expect full cooperation from Canadian publishers, it is only fair to go with them all the way on their total releases. Thus, books make the best seller lists and/or become "books in the news" long before they are available to the Center under the present mode of operation. To aggravate the situation, the local book dealers may import the publication from the U. S., so that it is actually in the book store long before it is in the library. The Canadian publishers also have a fall season, mid-September to mid-December, when about 40% of their books are released, and a spring season, April through June, when an additional 30% are released. The remaining 30% are issued during the other six months of the year. There is no way of operating an efficient center with this uneven flow of materials.

The Display Aspect

The system of displaying new books automatically builds in a significant delay factor. The books are gathered for two weeks and displayed for another two, so this additional time factor has to be considered in the total turnabout time. When quizzed about this aspect of the delay, only two librarians would be willing to sacrifice this advantage of the selection process in order to reduce the delay factor.

Another intangible to be considered here is the delay factor that a library would normally encounter when processing books on its own behalf. In order to gain a true picture of the additional delay incurred by dealing with a processing center, a library should first have a documented concept of the time it takes a book to clear its own technical processing department. Then a comparison with the times for delivery from the processing center would reveal whether the library has a legitimate complaint. Several librarians stated that they were able to get their books out much faster, but none had any kind of documented study to support their claim. Libraries doing their own cataloging do have an undoubted advantage of being able to obtain an individual title from the processing department to please a requesting patron, but this is not a typical incident. The question becomes, is there a significant difference in the time taken to select, order, catalog, and process a book in house, than to have this done by a processing center; and if the time is significantly different, do not the other advantages outweigh this difference?

Although some of the delay can be attributed to the lag in receipt

of cataloging copy, the investigator observed very little actual backlog in terms of physical volumes on the shelves of the Center. Less than one vertical section of shelves held the entire backlog of volumes for 1970. These were adult titles; less than two shelves of juvenile books were being held. The advent of the children's cataloger will greatly expedite this situation. When corresponding copies of these titles are actually received, there is an attempt to give priority to the cataloging, so there are no piles of multiple copies waiting completion of cataloging.

Summary and Recommendations

By reviewing the work of the Processing Center, some of the indications of the problems affecting the participating libraries and the reasons for those problems have been noted. Several of the following recommendations will be repeated and elaborated upon in the chapter on user attitudes, but are included here since they stem from tangible and specific situations in the Processing Center.

The operation and organization of the Processing Center is seen as a smooth, efficient operation. Conceived by a professional group as a needed endeavor, the system was carefully thought-out and designed. After surviving a trial run, the program was slowly expanded to its present capacity, which has just about reached the limit of efficient use of space available. Records, reporting and administration meet all standards. The financial reporting method chosen, that is, use of key-punched records, has potential for some interesting by-products that would be useful to the regional concept. In short, the

development of one aspect of library cooperation has laid a strong foundation for additional kinds of library interaction.

Recommendations

1. The present plan to gain additional space should be implemented as soon as possible. This will make it feasible to:

    a. Increase the volume handled by the center, with a view to decreasing the unit cost.

    b. Exploitation of conveyer usage, with the combination of unpacking, invoice coding into one function, with books conveyed directly to lead typist. More space would permit the addition of "sidings" on the conveyor so that books already processed but waiting for cards could be shunted on this bypass, avoiding two physical moves to and from shelving. A large card with the order number clearly visible on each pile of multiple copies would help in easy location of them. There are other minor changes that more space would facilitate in organization of work flow.

2. Investigate the possibility of using a pre-punched card as a multiple order form. A grid indicating the library code and number of copies could be pre-printed on the standard punched card. The key-punch operator could enter the bibliographic information now used on the multiple order form as well as publisher and price codes. The duplication of cards and printed list from this one source could eliminate several sub-operations and provide the documentation needed throughout the whole process.

3. Additional clerical staff should be employed. This person should fill the role of relief staff and be trained to move from job to job as required. As the professional staff is increased with the children's literature person, this position is further justified.

4. The use of magnetic card typewriter should be investigated. This device could be used for runs of catalog cards when less than four copies are involved. This machine can be programmed to type added entries automatically, and the same coding could produce the book cards required.

5. Ship books to the larger libraries more frequently than weekly. Boxes for each of the larger libraries could be placed on low dollies and rolled under the conveyor. Books could be dropped into the boxes and dollies rolled directly to the shipping area when filled. Thus, the majority of books would be handled only once at this point.

6. The bookkeeping controls seem almost too elaborate. Perhaps sufficient records could be produced by the key-punching operation. More and more reliance could be placed on these records since they have been developed gradually and refined; there are several checks and balances built into these records.

7. Installation of a formal alert system for important new books. (see user attitude section for elaboration).

8. Cataloging for no other types of libraries should be accepted at this time. The temptation to accept work for schools and colleges is great, since the dollar income may be substantial, but the books purchased will have very little relationship to the work now being done, and custom work in processing and cataloging might have to be provided. Service should be expanded, but the additional volumes should be sought from public libraries. If the Center's work continues to be satisfactory, and there is no provincial or regional plan for school or college processing, additional study and experience should be gained before other types of library processing are sought. Absorbing other types of libraries involves the actual establishment of a sub-processing center, a center within the center. No work should be undertaken without a satisfactory financial commitment by the contracting agent.

CHAPTER III

USER ATTITUDES

The focal point of this particular evaluation of the work of a Processing Center was the participating libraries and their reaction to the product of the Center. With this mandate, visits were paid to seven participating libraries and one cooperating library; one telephone interview was conducted. One of the libraries visited was a county library which served nine outlets, and visits were paid to three of these service points.

Although a questionnaire was devised as a guide in conversing with the librarians, it was merely used as a checklist to ensure that each librarian was asked the same questions, so that a composite picture of opinion would result. The questionnaire itself concerned the Processing Center, but questions of a broader nature concerning Regional activities were included in the interview. Chapter IV summarizes attitudes and ideas on other cooperative projects for the Region.

Visits to Participating Libraries

The interviews based on the questionnaire disclosed that, in general, the librarians involved were not spending any more time than necessary with the processed books. They did not want to make changes; in fact, the attitude of those with whom the investigator talked was that the catalog was mainly a locating device, and they were glad to have the cataloging task completed by an outside agency. This was

revealing in that it shows a definite trend away from the traditional concept of the card catalog as a subject index to the contents of the library and as an assemblage of various types of bibliographical and analytical entries.

Questions One, Two and Five (see Figure Five) were designed to be related. The responses elicited, when compared, seem to reflect a positive judgement on the Center's work. Of the nine librarians interviewed, only one had reservations about the product of the Center before joining, and had anticipated making changes in the books and/or cards when received. Two of the nine actually have changed subject headings; one has removed some used by the Processing Center, while the other has made modifications in children's subject headings. The latter situation pointed up one of the points most severely criticized by the participating libraries and brought out in response to Question Five; most felt that the subject headings used by the Library of Congress and adopted by the cataloging code for use in the Regional Processing Center were not suitable for children's work. The interviewer had an opportunity to speak with several children's librarians, and this seemed to be a uniform reaction. The criticisms ranged from outright opposition to mild tolerance; most librarians would accept the use of the LC headings, but their incorporation into the existing catalog was causing them some additional trouble.

Space (Question Three): None of the libraries felt that they had gained any space by participating in centralized processing. The older libraries had inadequate space for any kind of technical

FIGURE FIVE

QUESTIONNAIRE

1. When your library joined the Midwestern Regional Library System, did you anticipate making changes in the books and cards when received?

   YES_____NO_____

2. Have you made local adoptions in subject headings?

   YES_____NO_____

3. Have you gained any space to use for other purposes?

   YES_____NO_____

   If yes, how many square feet?_____

4. Is the discount gained more than you were receiving?

   YES_____NO_____

   If yes, how much more?_____

5. Generally, is the descriptive cataloging done by the system acceptable?

   YES_____NO_____

   Are Classifications acceptable?

   Are Subject Headings acceptable?

6. Do you feel that the main purpose of the card catalog in the public library is to serve as: A. A locating device?_____. B. An index to the contents of the library?_____

7. Are there decisions in the cataloging code approved by the group of libraries working with the system that you have difficulty accepting?

   YES_____NO_____ If yes, what are they?

8. (Continued)
Has joining the system enabled you to start or plan any increased services to the public?

YES_____NO_____

9. Do you feel that the price charged by the system is more or less than the prior costs in your library for these operations?

MORE_____LESS_____

10. Are there aspects in the operation of the system that you would like to see changed?

YES_____NO_____If yes, what are they?

11. If there are any errors noted, are they of a typographical nature, or more serious in substance, such as main entry, subject headings, etc.?

12. What major benefits have you derived from joining the system?

13. What was the nature of the cataloging staff before joining the system: i.e., professional training, time alloted, etc.?

14. Did you anticipate seeking additonal cataloging help in the near future?

service, and the existing space was used for storage, mending, staff room, etc. Several of the newer libraries, planned or built during the Center's formation stage, deliberately were planned with minimal room for technical services. The planning was not formalized, however, and no precise indication of space limits due to centralized processing can be given. If the entire acquisitions, cataloging and processing tasks were to revert to the independent library, these libraries would be hard put to provide the space required.

Discount (Question Four): All libraries agreed that the discounts received were larger than they were previously granted. Two librarians stated that the discounts were not significantly different than that they had obtained on their own, and increased discounts were not a factor in Center participation. Several other librarians agreed the discounts were significantly greater, but stated that they would participate in the Center if the discount was the same. The discounts were estimated to be 5% to 7% greater than previously received.

Although not related to discounts, librarians from several of the smaller libraries mentioned the savings in delivery costs. Publishers usually charged mailing costs to the library, and with high postal rates this soon became a noticeable burden on small book budgets. The Processing Center pays this bill, and over a year, this amounts to substantial savings for these libraries.

Cataloging (Question Five): Each of the librarians expressed

satisfaction with the descriptive cataloging furnished by the Center. Classifications elicited a different reaction; most felt that the Dewey numbers tended to be too long, especially for children's books. The decision to place biography in the subject field also caused some concern. The reactions to subject headings reinforced the responses received for Question Two; too detailed for children's work, caused changes in the present catalog and were even modified at two libraries.

Purpose of card catalog (Question Six): Two of the nine librarians interviewed thought that the card catalog should serve as a reference tool. The other seven felt that, although it could serve as an index to the library, the catalog's main purpose in the public library is that of a locating device. One librarian had made an intensive study of the use of the catalog at his library, and found that 37% of the patrons did not use the catalog at all. Two librarians from smaller libraries made a point of their feelings concerning the subject approach to the collection. With only a few resources on a given topic, and often only inexperienced or untrained staff to exploit these resources, these librarians thought that the catalog should provide some reassurance that they or their staff had not missed an opportunity to satisfy a local user. The level of cataloging done by the Center, using LC copy and detailed original cataloging, satisfies most users, although it does complicate the use of the children's catalog, since some LC headings are rather sophisticated. The participating libraries seem willing to bring their catalogs up to date, although they do not

relish the task, and by using cross-references from Sears or home-grown subject headings to LC headings they can defer or avoid the task of remaking catalog copy.

Catalog code (Question Seven): No librarian felt that there were any specific items in the cataloging code (Appendix One) that they simply could not live with. The placement of biography in the subject classification was the one procedure universally mentioned as troublesome; this reinforced the reaction received on classification (Question Five). Biography in the subject category was new to most of the libraries. The librarians felt that their patrons, many of whom liked to browse in the biography section, were not well served under this system. Although they questioned the theory in placement of biography, what really troubled the librarians was the seeming inconsistency of the Center in this regard. Examples were given in which a biography of a person was placed in the subject area one time, while another book about the same person was subsequently placed in individual biography. Notables in political science and history were most frequently cited. Several librarians questioned whether a check of the shelf list or authority files was done before these class numbers were assigned.

Increased service (Question Eight): No participating librarian could document any specific services they had been able to add since joining the Center. Because most libraries were quite small, the staff time gained by participation had been quickly absorbed by other activities. Too, the effect of the gradual growth of the Center and the slowly-

expanding receipts of the product at the local library was different than that experienced when a certain date is the cut-off for acquisitions, cataloging or processing. With small staffs and increasing work loads, the administrator had trouble in reconstructing exactly how this released time was absorbed.

As noted later under major benefits received (Question Twelve), the consensus was definitely in favor of the staff advantages received through centralized processing. The majority of comments concerned the curtailment of service to the public that would necessarily follow should the library take up technical services again. All the librarians felt public service was the most important part of their job. With small overall staffs, limited professional leadership, and lack of access to bibliographic tools, an attempt to do quality cataloging would decimate the public service program in their libraries.

The question elicited another favorable aspect of Center cataloging; the quality of the product. Most of the librarians noted that the quality of cataloging done at the Center was higher, and in several cases, far superior, to that done previously in their libraries. The adoption of standard cataloging practice, resulting in full descriptive cataloging, uniform classifications and subject headings, could only result in a product that is generally better than that attained before. Some of the libraries had depended on clerks for cataloging, so that the product of the Center looks quite different; several libraries are starting new catalogs with the cards received

from the Center.

Costs (Question Nine): All but one library stated that the Center charge of $1.00 per volume was very reasonable and that they could not purchase supplies and catalog books for that price. Six librarians had documented their cataloging costs to some degree, and the per volume costs noted were as follows: $2.60, $2.50, $1.79, $1.76, $1.30, and $.97. In addition to satisfaction with the prices charged, librarians reiterated their feelings that the quality of cataloging was higher. Too, side benefits such as better processing in terms of uniformity of product and inclusion of delivery charges were mentioned as assets.

One librarian felt the basic charge was too high when multiple copies were ordered. The processing of 10 copies of the same title meant a charge of $10.00 to the participating library. This librarian felt that a sliding scale should be introduced; after three copies, the price should be reduced to reflect only the actual supplies, labor and delivery costs involved in handling the additional volumes. Such a sliding scale could be installed, but would increase the bookkeeping effort and introduce more chance of error. The flat charge is the only way the Center can support the loss sustained by handling the numerous single-order titles, and such a scale would not be feasible.

General Reactions

The remainder of the questionnaire engendered numerous general responses and was not aimed at eliciting precise statements during the interviews. The results tended to reinforce the specific comments made in answer to the first series of questions.

Operational aspects that should be changed (Question Ten): As could be predicted, the delay in receipt of materials was the single problem mentioned most frequently. One librarian felt the display of new books was not worth the four-week delay introduced into the system. This library was in the minority, however, since the rest of the librarians, especially those from the small libraries, thought that the opportunity to view the books was a distinct advantage. The majority of the librarians noted that reviews often do not convey enough information about the physical format and content of the book. When book budgets are small, the librarians considered it essential that they avoid mistakes, and obtain only the outstanding books on a subject--they could not afford to add poor quality books to their collections.

Errors noted (Question Eleven): Typical responses here were "very small percentage," "clerical," "carelessness, typos," "not substantive, but clerical." Although phrased in different ways, several people did emphasize the seeming lack of consistency in matters of subject assignment and classification numbers.

Major benefits (Question Twelve): The benefits of joining the Center all stemmed from the release of staff time for public services. Most people were glad to have their libraries out of the technical processing operation. Other benefits cited were the standardization of cataloging, the opportunity to develop staff specialists in public service, and the reduction in the need to purchase expensive bibliographic tools.

Cataloging staff (Question Thirteen): Not even a general approximation of Center impact on cataloging staff could be formed from responses to questions in this area. Many libraries had new staff or new directors; time allocated previously to cataloging could not be reconstructed. Clerical level employees had been replaced by professional as the libraries upgraded their staffs, thus no comparable basis exists for analysis. Several catalogers were retained in that position for an indefinite future simply because it was thought worthwhile to reclass the existing collection to match the work now being done at the Center.

Staff needs (Question Fourteen): Few librarians in the Region had faced the prospect of employing additional cataloging help. One library had positions open for a full-time cataloger and an additional clerk during the negotiating period with the Center--these positions were not filled. Another library planned to seek additional professional and processing staff, provided they could have found, and afforded, such people. Three libraries had recently moved into new buildings and were serving more people and offering more service with no additional staff; the librarians considered this was due in large part to their participation in the Processing Center.

The remainder of the interviews concerned other Regional services that could be offered, and these responses are discussed in Chapter IV.

Summary

The general reactions to present Center services were positive. Concerns expressed were for specific aspects of operation, most of which

can and will be improved, rather than any overall discontentment with the Center. No library would relish the reassumption of technical service activity; for the small library, such a burden would cause a major upheaval in organization and destroy progress made in offering public services. Several of these libraries would turn to commercial processing centers should the Regional Processing Center be curtailed. The same services from commercial concerns would cost considerably more.

Unfortunately, several of the larger libraries are the Center's severest critics. A minority in terms of total number of participating libraries, these libraries are important in volume of purchase. The librarians from these institutions seem to have a strange perspective on cataloging and processing received from the program. The amount of errors noted at the worst in Center deliveries was "about 10%." Mistakes cited were: typographical errors on author's dates, or date of publication; processing errors such as the pasting of a book-jacket over a map; errors in classification and subject headings. The librarians commenting on these aspects used the errors as examples of glaring deficiencies in the Center's operation.

Against this perspective must be weighed the advantages of the Center and its product. Classification and subject headings that are wrong must be changed, of that there is no doubt. Yet if 10% of the product contain the other kind of errors, what are the <u>probabilities</u> that a public library patron would be misinformed or confused by the information? What are the probabilities that the libraries' own cataloging product would not contain a percentage of the same kind of

errors? Are the costs of a greater degree of quality control justified in terms of the patron (or librarian) frustration that might be reduced?

User studies do not corroborate this professional concern, and the least possible cost must be borne in mind. Inordinate concern with matters that cannot be considered significant when balanced with the whole will only erode good will and the cooperative spirit that is important to the whole Region in the successful operation of the Center.

Successful internal operation of the Center was documented in Chapter II, and interviews with the consumer substantiate the rather extensive recommendations made at the end of that Chapter. External acceptance of the Center's product by the consumer is shown to be generally high, and some additional recommendations to reinforce concepts touched upon may be suitable.

Recommendations

1. The larger libraries in the Midwestern Region should assume a positive attitude toward the Processing Center and the tremendous benefits this service can provide to the Region. Getting behind the Center and helping it be successful will benefit the Region and other potential cooperative projects much more than petty criticism on insignificant matters.

2. The Region should sponsor a study on use of the card catalog at several libraries of different sizes in the Region. If the bibliographic needs of the patron are not being met, some documentation of the deficiences should be made. How many users are there? How, and why, do the patrons use the catalog? Such a study need not be expensive; perhaps a library school class could undertake such a study as a project.

3. The Processing Center staff should meet more regularly with staff from the participating libraries for frequent communication on problems that occur. These meetings should not always be only with the directors of the individual libraries; the reference, circulation, and juvenile work people should be involved.

CHAPTER IV

REGIONAL LIBRARY ACTIVITIES

In the Introduction it was pointed out that centralized processing was but one aspect of a whole range of library cooperative efforts that could be attempted in regional services. The Midwestern Regional Library System has chosen centralized processing as their "thing," and in this section of the report an attempt is made to show the relationship between this beginning activity and other types of Regional cooperation. Some of the projects will actually be by-products of the Processing Center. In covering the entire range of cooperative projects that could be attempted, questions concerning projects not stemming directly from the Processing Center were incorporated in the interviews.

The future of Regional activity could only be deemed successful if positive answers and attitudes were found to the following questions:

1. Is the system responsive to user needs?
2. Is the system underutilized because users are resistant?
3. Does the system meet bibliographic needs?
4. What priorities would users attach to a variety of services that might be offered as network activity?
5. Which does the user feel are the most and least significant services involved in the Processing Center and in potential Regional activities?

With these questions in mind, interviews conducted on the Processing Center were expanded to include a discussion of the numerous activities that the Regional System might undertake.

Union lists. The records now produced by the key-punching operation in the Processing Center, can, with very modest expense, become a significant resource for Regional Library service. With the addition of a library code to each record, and the deletion of pricing and other non-essential information, (see Figure Four, p. 37) the invoice list could be sorted as follows: 1) Broadly classified, by Dewey numbers, to produce a subject list; 2) By author; 3) By title.

This operation could document the books held by each participating library of the Region. Such sorting on unit record equipment is very time-consuming and wasteful. A very simple program on a small computer using one disc and a tape drive would produce the desired results very quickly. In addition, a permuted title list of key words in context (KWIC) could be produced for the Region. These lists could be produced as often as monthly for reproduction and distribution throughout the Region to indicate new acquisitions. Cumulated quarterly or semi-annually, the list would soon provide an ever-growing bibliographic record of the book resources of the Region. The list could be issued in three sections; by author, by KWIC index, and a subject guide by Dewey number. Admittedly not a book catalog, the brief list should be an adequate guide to the location and holdings of the Region. A brief listing has the advantage of more coverage without

the bulkiness and cost of a full bibliographic description. By keeping the entry so short, frequent reprinting can be done, and the earlier issues considered as throw-aways. A record of films and phonodiscs could be appended.

Seven of the librarians interviewed thought that a union list would be a desirable project. One librarian stated the need to use total resources of the Region to supply individual service, no matter where the book came from or who the patron was. Another librarian, serving branch libraries, felt that a union list would help in locating copies in branches, and the union catalog in book form with copies for the main library and branches would be helpful for county library service.

Selective acquisitions. With the above guide in hand, much could be done to expand and strengthen library service to the population of the Region. A study of existing resources, coupled with an analysis of the buying patterns of the participating libraries, might establish a base for at least a partial division of subject categories to be developed by individual libraries to serve the in-depth needs of the Region. Specialized reference books and services would be a good place to start. This category of materials can be very expensive, and may be seldom used in the small library; knowledge of their availability and accessibility by telephone would provide much reassurance to the reference staff in the small library. Too, if the administrator knew he could count on a marginal item being in the system and available to his patron (by car, by telephone reference, or perhaps even free photocopy and delivery truck!) he can thus spend his funds on strengthening

his assigned resources. But a "feeling" for strength in purchasing patterns is not enough--there must be formal agreements and knowledge of what is available; the Centralized Processing Center can furnish this knowledge as a by-product.

If eight or ten libraries can divide the Dewey classification into segments and assign these segments based on existing strengths, this would seem to be a better approach to book selection than trying to cover the broad scheme in depth. The plan could not be a tight constraint; each library should be free to purchase that common range of information, recreation and research materials it felt necessary. No library should be restricted from duplicating any item in the system it thought was needed locally. If each library would set aside a portion of its funds to develop strength in one or two areas, then slowly but surely the total resources of the Region would expand, and duplication of seldom-used materials would diminish.

Conversation with the librarians in the Region, and observation of the libraries, convinced the investigator that such a program of selective acquisitions should not be attempted on a Regional base, but should be a project of several regions, or perhaps even the province. A majority of the libraries in the Midwestern Region are too small and their budgets too restricted to participate meaningfully in such a plan. Most of the libraries will do well to provide their patrons with the current books of interest and the popular novels. Several of the larger libraries could participate in an inter-regional acquisi-

tions plan, however, and thus provide intra-regional access to the resource collections.

The librarians themsleves, although generally in favor of selective acquisitions, were not sanguine about the possibilities. Most librarians agreed that the present Regional resources are, by and large, not sufficient to support this kind of development on a Regional basis, and too little information exists about the present holdings. If adjacent regions could be brought into the scheme, however, perhaps a basis for selective buying could be established. The librarians felt that the cooperation of the universities in the area could be encouraged to answer the real research needs of the community. One librarian summed it up nicely when he stated "such a plan would have to be carefully thought out and some subject areas omitted in this Region."

If the local universities could be drawn into the network, and a union list of periodicals for the entire region could evolve, the provision of library service would become an exciting and dynamic process. One could envision a number of systems in the province, all sharing their assigned resources, and the Ontario library system would rank with the best.

All the guidance and direction given to collection development assumes access by the public. This could be done by:

1. A common borrower's card
2. Central reference and interlibrary loan service.
3. Telephone, perhaps teletype, requests for reference service

and materials.

4. A van type delivery service. Delivery of processed materials from the Processing Center, and daily delivery of needed materials such as films from one service point to another.
5. Photocopy of periodical materials, costs underwritten by Region, with some charges to the patron.
6. Core collections

Common Borrower's Card. A common user card issued to library patrons in the Region entitling them to controlled use of any or all of the libraries in the Region would provide user access to the physical volume or needed materials. Such a plan could be augmented by means of communication and document delivery connecting the network.

Many of the librarians were in favor of this plan, although the smaller institutional representatives were aware that the larger libraries would be the contributors to such a scheme. Librarians from the larger libraries were aware of this too, but it did not seem to deter them from their willingness to try the plan. The major hindrance here would be the legal aspect. The common card could be issued at present only to qualified users of existing libraries. There are people in the Region who have no library service and do not pay for service in direct taxation. Grants received from the province are from taxes raised on a province-wide basis, but are not granted with the provision that the Region or library provide open

access to all. Even the provision of county library service where non-existent today would not furnish adequate library service to all, unless an agreement were worked out with the cities which are independent authorities within county boundaries. These legal problems, coupled with the justifiable concern of the larger libraries that they would be overburdened with business, and service to their own patrons would suffer, indicates that the common user card would be one of the most difficult Regional services to develop satisfactorily.

Central Reference Service. Of the various projects that the Regional System could support, central reference service was the most popular. The concept of a central, specialized staff with ready access to a comprehensive collection of reference material was quite popular with the librarians in the Region. The benefits were seen as occurring in staff support for their own operations, and escaping the need to try and provide comprehensive and in-depth coverage in their own reference collections. The librarians hoped that a wide assortment of bibliographic tools could be provided, especially from the subject approach. The librarians were in favor of a centralized reference service over a decentralized system, where the individual libraries would be expected to perform in-depth reference service in selected subject areas. The librarians noted that the duplication of staff and resources in the latter type of organization would be unfortunate. With the relatively small staffs represented in any participating library, the librarians knew that such service would tend to become lost in

the daily operation of the host library. The librarians were not in favor of setting up a central reference service independent of any existing library, such as at Regional headquarters; they felt that this, too, would needlessly duplicate materials. The pattern of organization agreed upon was that a central reference service be established at an existing library. One of the larger libraries with a strong reference collection was identified. The service, although using the collection of the library, should be completely separate in administration, so that the activities would not become an adjunct of the usual reference service of the host library. Rather, the staff would be employed by the Regional headquarters and housed in the large library, which would provide office space. The Region, in turn, would allocate a certain amount of funds each year to strengthen the reference resources of the base library. This would benefit the host library, as they would have direct access to additional materials and expensive reference services that an individual library might find marginal for purchase. Some of the expensive business, technical, and scientific indexes were mentioned as prime examples for Regional purchase to support central reference service. Several librarians mentioned the need for this service to be staffed during the period that any public library is open in the Region. Otherwise, a call to the host library would be directed to the normal reference channels and burden the regular library staff unfairly. Thus, at

least two professional librarians as well as supporting staff would be required. In addition to central reference, a professional librarian could consult with participating libraries concerning their reference needs and could conduct training sessions on the use of reference tools, and act as an information agent on new reference services and resources.

This service, in effect, would become a clearinghouse for informational needs within the Region. With the union list at hand, the staff would know what was available in the Region, and where it was located. If needs could not be met in the Region, the reference staff should have an inter-library loan clerk, who would be responsible for getting materials from other regions. The central reference service has parallels with centralized processing in that it furnishes a specialized staff which provides back-up for the participating libraries, and it eliminates the need for the duplication of many library tools.

Telephone service. Closely connected with the reference service would be an area-wide telephone network that would provide free and unlimited use of lines between the libraries as well as to the reference service. This project could be supported by Regional funds, and would provide accessibility to other resources for each library. An experimental program using this system has not proved too successful. The librarians have not used the lines to any great extent, but feel that access to a central reference collection and some education would stimulate the use of the special telephone. For immediate de-

livery of interlibrary loans within the Region, as well as providing a viable reference service to patrons, inter-library communication seems essential. In a Region such as this, where geographical distances between the larger population centers is not great, telephone service would be most economical. Teletype service is a possibility, but the rental and message charges would not compare favorably in this situation with telephone charges. A teletype hook-up at the central reference point could be a possibility, if volume grew to warrant this service. Teletype service between regions could provide a provincial library network, with queries going back and forth between headquarters staff and access to the teletype network by telephone for local libraries within the region. Any request for information or material not available in the region could then be placed on the teletype network to be borrowed elsewhere.

Delivery service. The Director of the Central Ontario Regional Library System, Mr. Colin Robertson, reports that one of their most successful services has been the delivery van. Making a daily circuit of co-operating libraries, the van delivers books and films to patrons who have requested material not in their local library. The van has a large sign identifying the service, and this visible demonstration of activity has promoted excellent public relations.

The Midwestern Regional Library System has instituted film service as one of its projects, and these deliveries would be greatly facilitated by a van route. In addition, the boxes prepared by the

Centralized Processing Center could be delivered to each library on a frequent basis. Now shipped once a week, the van service might provide daily delivery of boxes of books to at least the larger libraries. Staff members of the Regional Headquarters who needed to go out to the participating libraries, could schedule rides in the van as could the staff of the participating libraries who needed to come into the headquarters. The delivery of films, circulating books, boxes of books from the Centralized Processing Center and transportation of staff members could justify such a service.

The Region has just begun to experiment with the film service and the initial reaction has been high. The films can be housed at any one of the number of libraries, and sent to another library when a request is received from a patron. One maintenance point services the films on a regular basis. Such a decentralized service does not burden any one library with housing the entire collection.

Photocopy of periodicals. Probably the weakest area of resources in the Region is that of periodicals. The libraries have been so limited in budgets that the provision of current book materials has been about all they could do. There is a need to provide some access to an extensive collection of backfiles for the patrons within the Region. Space and cost of binding have been limiting factors as well. Most of the libraries visited had room to store perhaps five years of the common journals. These issues were stored unbound,

and were subject to the misarrangement and loss that will occur. There is no need for any library in the Region to build up a large, retrospective backfile of these journals if some method of access to such a collection could be provided.

One such mode of access would be a working arrangement with one or more of the local universities. If the Regional System could make payment to the university library, then the local public library patron could have access to the retrospective files available there. The payment could cover added wear and tear on the periodicals and servicing of the files, while the patron would be expected to pay the cost of the photocopy. If the Central Reference Service were established, it could be the agent for identifying and obtaining the photocopy for the patron. As library users in the Region become more sophisticated, the demand for such service will increase, and any attempt to build a central file would be exorbitant.

Rotating collections. The amount of light and/or popular fiction ordered by libraries in the Region is quite substantial. Although the MacNaughton plan is available in Canada, perhaps the Regional Headquarters could set up its own similar arrangement. In this plan, one or more collections of best sellers and light romantic fiction could be circulated to libraries within the Region. The provision of extra copies of books temporarily in demand would reduce the necessity for libraries to purchase multiple copies of items which, in a few months, will be shelf-sitters. When books in the collection had

passed their point of usefulness, they could be held in reserve and the libraries could purchase them at a fraction of their original cost to restock their collections or provide for an occasional request.

Readers of light or romantic fiction are entitled to these materials. These readers are not concerned about timeliness however, and a rotating collection of nurse stories, mysteries, and westerns would provide them with access to a changing collection; yet the individual library's need to purchase these materials would be reduced.

Summary

A library network which provides a patron bibliographic as well as physical access to the entire library resources of the Region is a possibility. Some features of the system will be more difficult to achieve, but each is worth striving for. Complete bibliographic access as a by-product of centralized processing is just a step away. Complete physical access will come harder, but there is no reason that obstacles cannot be overcome, and system organization gradually expanded to cover all patrons and all library materials.

The success of a regional plan of library cooperation will be gauged in large part by the accessibility of collections and the elimination of unnecessary formalities. The plan outlined here would enable the Region to become more self-sufficient. By avoiding costly duplication in staff and services, each library contributes to

the total system. The lack of a provincial library plan will be a hindrance, but Regional staff can relate to other regional and provincial programs. In this effort, the indiscriminate promulgation of a series of weak individual libraries is avoided; each library becomes a link, forged into the chain of a strong library network.

Recommendations

1. The Midwestern Regional Library System should sponsor an in-depth study of resources within the Region and the contiguous regions. Ideally, this study should be done on a Provincial-wide basis by the Provincial Library Service as a basis for a plan for Provincial Library Development. Lacking that kind of direction, however, the Region should sponsor the research for the local area. The study should identify the strengths and weaknesses of all the libraries in the Region. From this study should come a plan for building the strengths of the Region, and developing a plan for selective acquisitions that would encompass several regions. The study should also propose the kind of reference center and communication effort necessary to exploit this resource plan. This study should be assigned to a competent professional or team of professionals, since the results will be the formation of a broad plan of library cooperation for the Region.

2. The Midwestern Regional Library System should plan the following services, based on interest expressed by the participating libraries. The services are listed in priority in terms of interest expressed, ease of implementation, and cost factors.

    A. Union Lists - Based on work now done by the Centralized Processing Center.
    B. Expand telephone network.
    C. Rotating collections of popular material.
    D. Delivery service.
    E. Central Reference Service. Much interest in this but probably the most expensive service of those listed.

Items that should be planned, but probably more difficult to achieve in the Region:

A. Selective Acquisitions; depends on other regions.
B. Common borrower's card; depends on legal factors.

APPENDIX ONE

CATALOGING CODE

While the policies and procedures for cataloging adult and juvenile books have much in common, they are best treated as separate entities.

Section A — Adult Collections

1. Main entry

   i. Rules of entry are based on the Anglo-American code subject to the policy of "super imposition" as followed by the Library of Congress.

   ii. Author entries for fiction follow the title page if LC entries are not readily available. (But see iv. below)

   iii. As far as possible, non-fiction entries follow LC with a few modifications:

      a) Common pseudonyms such as Landers and Twain are preferred over the LC entries of Lederer and Clemens.

      b) The AA rules concerning commonly accepted Anglo-Saxon names are applied rather than following LC in the use of Latin or classical names:

         e.g. Aristotle, not Aristotles

         Aesop, not Aesopus

         Jerome, not Heironymus

      c) Foreign names, when at variance with LC or commonly accepted spellings are modified by Bowker's Books in Print:

e.g. Karl XII, King of Sweden, not Charles

Tolstoi, not Tolstoy

Tchaikovsky, not Chaikovskii

When LC entries for non-fiction are not available, spaces are left between the author's initials.

iv. Pseudonyms are normally used for works of fiction with the real name given below the tracing if readily available.

v. See references are provided for non-fiction written under pseudonyms.

2. Open entry

As far as possible, open entries are used for all serial publications, omitting the dates when publications commenced, and also omitting such variable information as "editor" etc. The purchasing library is responsible for providing "history cards" detailing major changes in titles as reflected by their holdings.

3. Descriptive cataloging

i. The "by" phrase is omitted unless necessary to justify a reference or an added entry.

ii. Square brackets are normally omitted in the imprint, but are used as part of the title or edition statement to indicate location other than the title page.

iii. The place of publication is usually the one listed first by the publisher.

iv. The form of the publisher's name usually follows LC.

v. The latest copyright date is used. If it conflicts with a date on the title page, then the title page date is given, and the latest copyright date is placed in square brackets.

vi. Pre-paging is included in the collation if the cataloger considers it significant.

vii. Normally "illus" covers everything, but map or maps are included if significant.

viii. Size is included for books over 28cms. and under 14cms., and for books whose width exceeds the height.

ix. Series information is included as part of the collation but not as part of the tracing. Specific and important series (as designated by the libraries) may be included in the tracing with the onus on the purchasing library to make the series added entry if required.

x. Important bibliographies are included in the notes.

xi. Content notes are included if they are of reasonable length. Analytics are not usually provided, but when they are, they appear as title only, and not as the author-title combination suggested by LC tracings.

4. Subject headings

i. With very few exceptions the latest edition of LC Subject Headings, with the additions and changes, is used in the Center.

ii. The most important exception is provided by the Canadian List

of Subject Headings.

iii. American spellings are used.

iv. The subdivision "Criticism and Interpretation" is used following appropriate author-subject headings. A critical analysis of a particular work appears as an author-title combination,

e.g. SHAKESPEARE, WILLIAM, 1564-1616 HAMLET

v. Repetitious headings such as ENGLISH POETRY are usually omitted.

vi. When the title and the subject are identical, the added entry is made for the subject.

5. Added entries

i. Added entries are made for as many as two joint authors.

ii. Added entries for illustrators, editors, etc. are made sparingly.

iii. When volumes in a set have distinctive titles, added entries are made.

iv. No title added entries are made for titles identical with subjects.

6. Classification

i. The latest edition of the "full" Dewey is used following LC.

ii. The length of the class number depends upon the specificity of the subject and the addition of form subdivisions such as 0922 for collective biography. It is generally accepted that a "too long" number is better than a "too short" one.

iii. Works of fiction containing extensive critical notes are classified.

iv. "Fiction" appears in the place of class numbers on the catalog cards of non-classified titles. The designation "Fiction" does not appear on the book cards nor on the spine labels. Collections of short stories by one or more authors are treated as fiction.

v. Geographic and period subdivisions are used at the discretion of the cataloger and the example set by LC.

vi. In the 910's, the 03 subdivision is used for civilization expanded for the period. The 04 is used for guidebooks -- no period subdivisions.

vii. It is the policy of the Center to keep the works of an author, and criticisms in these works, in close proximity on the shelves. This is accomplished by avoiding the 09 form subdivision and by Cuttering the criticisms under the author criticized with an additional letter following a dash for the author of the criticism: e.g., A criticism of Tennyson by Brown would be 821 Tenny-B.

viii. Period subdivisions are not used in the classifying of literature.

ix. Foreign literature of major and/or long established nations is classified nationally. Lesser, or emerging nations, is classified in the 820's with an appropriate subject heading: e.g. NIGERIAN LITERATURE - TRANSLATION INTO ENGLISH.

x. Canadian literature is classified in 819.

xi. Non-English books have the language designation over the class number should the purchasing library wish to shelve them separately: e.g., a book of Canadian poetry in French would be, French 819.1.

xii. Collective and individual biographies are classified with the subjects if the subject content is unified and strong, using the 0922 and 0924 subdivisions respectively.

Other individual biographies, and family units, are B.

Christ and Shakespeare are classified according to the schedule in the latest edition of Dewey.

xiii. Commonly accepted reference works bear the designation REF above the class number. Pockets and jackets are <u>not</u> pasted.

7. Cuttering

i. Cutter numbers have been abandoned in favor of cutter letters.

ii. Three cutter letters from the author's surname are used; four for names beginning with Mac.

iii. Five cutter letters are used for literature. In the case of critical works, as explained above, the five cutter letters of the author criticized are followed by a dash and the first cutter letter of the author of the criticism.

iv. In the case of individual biography, five cutter letters are followed by a dash and the first cutter letter of the author of the biography.

v. For serials, such as annuals, the year rather than the volume

number appears under the cutter letters.

vi. The year, or volume number, appears on the book card and the spine of serial works of fiction.

Section B Juvenile Collections

1. Main entry

i. Anglo-American code as applied by the Library of Congress.

ii. Author entries for fiction follow the title page if LC entries are not readily available. However, works of fiction under pseudonyms are cataloged under the pseudonyms.

iii.-v. Same as Adult Collections (A.C.)

2. Open entry

Same as A.C.

3. Descriptive cataloging

Same as A.C.

4. Subject headings

i. As with the Adult Collections, L.C. Subject Headings are used in conjunction with the Canadian List, but L.C. is modified in accordance with the publication "Subject Headings for Children's Literature."

ii. Inasmuch as these are part of a collection of children's books, such subject headings as CHILDREN'S LITERATURE, and - JUVENILE LITERATURE are omitted. The same is true for repetitious headings such as FAIRY TALES.

iii. FOLK-LORE - CANADA, or FOLK-LORE, NEGRO are used in preference of TALES, CANADIAN, etc.

iv. L.C. Subject Heading CHILDREN IN LAPLAND, etc., is not used. The subject used is LAPLAND, etc.

5. Added entries

Same as A.C. Please note that added entries for illustrators are seldom made.

6. Classification

i. The latest edition of the "abridged" Dewey is used following L.C. with some consideration given to the Children's Standard Catalog. Exceptions are noted below.

ii. Inasmuch as the abridged edition is based on the full Dewey (though behind the latest ed. of the full Dewey), new, or changed class numbers may be taken from the full Dewey: e.g., 001.9 for UFO's.

iii. In the 590's the "full" Dewey is used.

iv. Canadian literature in the 819's; all other literature in English in the 820's.

v. Transportation in 625, 629, or 380's depending on the emphasis being technical, economic, or social.

vi. History, travel (geography) and archaeology are classified by content at the discretion of the cataloger.

vii. Materials which the Children's Standard Catalog put in 398 and 398.21 are classed in 398.2
398.5 is not used. 398.9 is not used.
793.7 takes preference over 398.6 for riddles.
398.8 is used for Mother Goose and nursery rhymes.

viii. Collective and individual biographies for artists (760), musicians

(780), and major sports are classified with the subjects using the 0922 and 0924 form subdivisions.

The major sports have been defined as follows:

Hockey	796.962
Skiing	796.93
Skating	796.91
Baseball	796.357
Football (American and Canadian)	796.332

(Soccer is not included)

Other individual biographies are B.
Other collective biographies are in the 920's (no decimal places).

Explorers, etc., go with the subjects (history, geography, etc.) at the discretion of the cataloger when the subject content is of prime importance.

ix. "Dinosaurs" go in 567, 568, or 569 depending on the type.

x. Double zero form subdivisions are used where Dewey requires.

xi. The following words and/or symbols appear as part of the classifications:

Fiction

REF	for reference
J	on all titles ordered for juvenile collections
JE	for easy readers and primers
JP	for picture books, viz., books heavily illustrated and intended to be read to, rather than by, children.

7. Cuttering

The same as for the Adult Collections with the addition of five author letters in the 398's.